

U.S. Department of State
2014 Strategic Sustainability Performance Plan

June 28, 2014

Greening Council Executive Secretariat
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Department of State

Introduction

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U.S. Department of State
Policy Statement on Sustainable Performance

The U.S. Department of State pursues the vision of an ever-improving global operation that models best practices of environmental stewardship, sustainability and climate resilience. The Department improves its environmental footprint and increases efficiencies by harnessing expertise in policy, management, and public diplomacy from grassroots to senior management in order to cultivate and institutionalize sustainability efforts, measure and report progress, and challenge others by fulfilling our environmental commitments and highlighting our successes.

In pursuit of its vision of efficient and effective energy, environmental and sustainable performance, the Department seeks to comply with all applicable environmental and energy statutes, regulations, and Executive Orders.

June 27, 2014
Date



Patrick F. Kennedy
Under Secretary for Management

1. Vision

The Department of State's mission is to "create a more secure, democratic, and prosperous world for the benefit of the American people and the international community."

The Department's sustainability vision is to leverage internal operations for meeting the mission through:

- Strengthening markets for green and environmentally preferable products domestically and abroad through our procurement;
- Deploying renewable energy sources on- and off-site and using the projects to build capacity;
- Reduce the Department's environmental footprint to support and showcase the broader international environmental and climate goals that the US advocates; and
- Enable all Department employees to internalize and express the Department's environmental stewardship message and principles in their work.

2. Leadership

The senior-level Greening Council continues to meet quarterly, as it has done since its inception on Earth Day 2009, to coordinate and catalyze environmental efforts across the Department under the umbrella "Greening Diplomacy Initiative". The cross-disciplinary membership includes Assistant Secretaries, Under Secretaries and other senior level officials. The Under Secretary for Management serves as the Department's senior sustainability officer, and as such, chairs the Council.

The Greening Council Working Group is made up of working-level directors and managers from across the Department, who work to enact goals, strategy and projects as directed by the Council. This unique group has representation from across the Department, reflecting how sustainability has a broad reach.

The Office of Management Policy, Rightsizing, and Innovation (M/PRI) serves as the Greening Council Executive Secretariat, providing high-level and overarching strategic guidance and coordination.

3. Performance Review

a. Integration

Climate change is a repeated concern in the Department and USAID's strategic planning process, the Quadrennial Diplomacy and Development Review (QDDR). Additionally, members of the Greening Council Executive Secretariat regularly participate on inter-agency taskforces related to climate change and sustainability. Other projects are being developed: for example, the Department of Commerce, the Department of Energy and the State Department are working together on an app to showcase American sustainability solutions abroad.

b. Evaluation Measures

The Department uses energy consumption data, acquisition data, and HR data, to help evaluate the success of sustainability-related projects and programs. For example, the Department uses a Fleet Management Information System, which is improving the quality of fleet management data, including fuel consumed. For procurement, all operations and maintenance contracts include green purchasing, chemical management, and integrated pest management requirements, and audits help to assure that the Department meets its goals.

c. Successes

Energy Efficiency: The Department has implemented energy and fuel efficient upgrades and retrofits, including replacing GSA steam heating with high efficiency natural gas boilers at the headquarters building. With MeterNet, the Department's smart metering platform, the Department is making strides in tracking, benchmarking, and improving building performance.

Scope 2 and 3 GHG: The Department continues to expand its use of telework which is reflected through an 11% increase in telework agreements in FY 2013. Led by the Under Secretary for Management, telework eligible employees participated in this year's "Telework Week" event sponsored by Mobile Exchange. Based on Mobile Exchange's calculations of telework savings from this week alone, the Department estimates that its employees' use of telework reduces commuting-related pollution by approximately 1,700 tons per year. Additionally, the free Loaner Bike program for employees is expanding; nearly 350 employees and contractors have enrolled in the program, riding almost 5,500 miles, burning 220,000 calories, and avoiding 9,000 pounds of CO2 emissions (when compared to using a taxi). The Department also offers a subsidy for bike commuters, as well as a subsidy for mass transit. In FY 2013, there were a total of 72,617 video conferencing calls conducted by Department, avoiding travel and carbon emissions.

Green Building: The Department requires at least LEED Silver Certification for new construction and major renovation projects over 5,000 SF in our leases and construction contract specifications. To date, the Department's building portfolio includes one LEED Platinum, five LEED Gold, and five LEED Silver certifications, along with eight 3 Green Globes and two 2 Green Globes. The Department also operates five Energy Star rated facilities. Water intensity decreased for all buildings in FY 2013.

Renewable Energy: The Department exceeds its renewable energy goals with onsite and offsite solar, and offsite wind. Thanks to a partnership with the Department of Justice and UNICOR, a Power Purchase Agreement (PPA) allowed wind and solar farms to be built. Additionally, our classified waste is now handled off-site at a waste-to-energy electricity generation facility.

d. Challenges

Funding and Time: Challenges include finding the funding and time necessary to implement wider initiatives. While ESPCs help to relieve some of the up-front funding burdens, there is still a large time commitment needed on the contracting and oversight side from the Agency. With limited budgets and staffing, the Department is challenged to roll out wider initiatives as fast as they otherwise could be.

Alternative Fuel Availability: Regarding fleet management, challenges include maintenance issues with compressed natural gas buses and the lack of E85 availability domestically where the Department houses its fleet.

Logistics and Procurement: Automating green procurement and acquisition tracking is a challenge and the Department is committed to focusing on this issue this year.

e. Lessons learned

Climate change adaptation: Shifting from operational to programmatic, the Department is working on a more comprehensive, joint strategy that incorporates climate change considerations into more internal policies.

f. Selected planned actions

Utilization Rates: The Department has begun tracking Utilization Rates for projects and will report actual improvement rates in the next report.

Green Building: Over the next year, the Department plans to add five LEED Silver certified projects. The Department is installing low-flow water fixtures when renovating buildings. In FY 2015, the Department will continue to encourage bio-based and green products with our furniture vendor. By the end of FY 2014, the Department will ensure compliance with green IT and printing practices.

Recycling: The Department is on track to meet its FY 2015 goal of diverting 50% of non-hazardous solid waste. All construction and demolition projects include a 50% recycling requirement.

ESPCs: The Department will evaluate 25% of energy intensive buildings for ESPC opportunities and when ESPCs are pursued cut processing time by at least 25%.

4. Progress on Administration Priorities

Fleet Management: The Department continues to optimize its fleet, and the inventory has been reduced by 428 vehicles from FY 2012 to FY 2013. Fleet miles traveled were reduced by 9% from FY 2012 to FY 2013 and the fleet continues to become more fuel efficient.

Climate Adaptation: In FY 2013, the Department released its first climate adaptation survey to help capture information about policies and programs to inform its annual adaptation plan. Climate change is nestled within the third strategic goal of the QDDR, saying, "Lay the groundwork for climate-resilient development, increased private sector investment in a low carbon economy, and meaningful reductions in national emissions trajectories through 2020 and the longer term."

ESPCs: The Department pledged \$10.9 million for energy savings performance contract awards to be completed by FY 2016. To date, the Department has awarded \$16.1 million under ESPCs, exceeding the goal by almost 50%.

June 27, 2014
Date


Patrick F. Kennedy
Under Secretary for Management

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Agency Progress toward Pollution Prevention & Waste Reduction

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Agency Climate Change Resilience

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Table 1: Agency Size & Scope

Agency Size & Scope	FY 2012	FY 2013
Total Number of Employees as Reported in the President's Budget	15,301	15,550
Total Acres of Land Managed	169	169
Total Number of Buildings Owned	10	10
Total Number of Buildings Leased (GSA and Non-GSA Lease)	17	17
Total Building Gross Square Feet (GSF)	N/A	N/A
Operates in Number of Locations Throughout U.S.	10	10
Operates in Number of Locations Outside of U.S.	N/A	N/A
Total Number of Fleet Vehicles Owned	318	363
Total Number of Fleet Vehicles Leased	206	199
Total Number of Exempted-Fleet Vehicles (Tactical, Law Enforcement, Emergency, Etc.)	1,128	954
Total Amount Contracts Awarded as Reported in FPDS (\$Millions)	8,200	7,400

Department of State

Evaluating Previous Strategies

Goal 1: Greenhouse Gas (GHG) Reduction – Scope 1 & 2

(A) Strategy	(B) Did you implement this strategy? (Yes/No)	(C) Was the strategy successful for you? (Yes/No)	(D) Will you use this strategy again next year? (Please explain in 1-2 sentences)
Use the FEMP GHG emission report to identify/target high emission categories and implement specific actions to resolve high emission areas identified	Yes	Yes	Yes. Annual review of portfolio performance by facility is key to identifying emission reduction investment priorities.
Ensure that all major renovations and new building designs are 30% more efficient than applicable code	Yes	Yes	Yes. The Department Sustainability Implementation Plan establishes this requirement.
Reduce grid-supplied electricity consumption by improving/upgrading motors, boilers, HVAC, chillers, compressors, lighting, etc.	Yes	Yes	Yes. As replacement is needed more efficient equipment will be installed supporting fuel consumption reduction.
Employ operations and management best practices for energy consuming and emission generating equipment	Yes	Yes	Yes. The Department re-commissioning activities are delivering energy savings.
Install building utility meters and benchmark performance to track energy and continuously optimize performance	Yes	Yes	Yes. Benchmarking building performance with metering has provided measured energy savings.

Goal 1: Greenhouse Gas (GHG) Reduction – Scope 3

(A) Strategy	(B) Did you implement this strategy? Yes/No	(C) Was the strategy successful for you? Yes/No	(D) Will you use this strategy again next year? (Please explain in 1-2 sentences)
Develop and deploy employee commuter reduction plan	Yes	Yes	Yes. Employees use Department's bike and MetroCheck programs. Inherent commuter efficiencies are assumed.
Reduce employee business ground travel	Yes	Yes	Yes. The Department continues to encourage use of teleconferencing and digital video conferences as alternatives to travel.
Reduce employee business air travel	Yes	Yes	Yes. The Department continues to encourage use of teleconferencing and digital video conferences as alternatives to travel.
Use employee commuting survey to identify opportunities and strategies for reducing commuter emissions	No	No	GSA /DOE did not have a survey that could be used within Department security protocols.
Increase number of employees eligible for telework and/or the total number of days teleworked	Yes	Yes	Yes. The Department increased its total number of telework agreements in FY 2013 by 11%.
Develop and implement bicycle commuter program	Yes	Yes	Yes. 365 Employees are signed up.

Goal 2: Sustainable Buildings

(A) Strategy	(B) Did you implement this strategy? Yes/No	(C) Was the strategy successful for you? Yes/No	(D) Will you use this strategy again next year? (Please explain in 1-2 sentences)
Incorporate green building specifications into all new construction and major renovation projects	Yes	Yes	Yes, we will continue to include the requirement for LEED(R) Silver certification for new construction and major renovation projects over

(A) Strategy	(B) Did you implement this strategy? Yes/No	(C) Was the strategy successful for you? Yes/No	(D) Will you use this strategy again next year? (Please explain in 1-2 sentences)
			5,000 SF in our leases and construction contract specifications.
Redesign or lease interior space to reduce energy use by daylighting, space optimization, sensors/control system installation, etc.	Yes	Yes	Yes, we will continue to include the requirement for LEED(R) Silver certification for new construction and major renovation projects over 5,000 SF in our leases and construction contract specifications.
Include in every construction contract all applicable sustainable acquisition requirements for recycled, biobased, energy efficient, and environmentally preferable products	Yes	Yes	Yes, we will continue to include the requirement for LEED(R) Silver certification for new construction and major renovation projects over 5,000 SF in our leases and construction contract specifications.
Optimize equipment installed in renovations and new construction projects.	Yes	Yes	We commissioned 13 renovation projects in the last year. Yes, we will continue to commission all new projects in government owned and leased facilities.
Improve space utilization rates.	Yes	Yes	We improved our utilization rates this year for every project started. We have begun capturing UR improvements on a per-project basis and will report actual improvement rates in the next report. Yes, we will continue to improve our space utilization rates by using UR improvement as a major criterion for project initiation.

(A) Strategy	(B) Did you implement this strategy? Yes/No	(C) Was the strategy successful for you? Yes/No	(D) Will you use this strategy again next year? (Please explain in 1-2 sentences)
			Additionally, we will begin tracking UR improvement in all of our office renovation projects.

Goal 3: Fleet Management

(A) Strategy	(B) Did you implement this strategy? Yes/No	(C) Was the strategy successful for you? Yes/No	(D) Will you use this strategy again next year? (Please explain in 1-2 sentences)
Optimize/Right-size the composition of the fleet (e.g., reduce vehicle size, eliminate underutilized vehicles, acquire and locate vehicles to match local fuel infrastructure)	Yes	Yes	Yes. This successful strategy enabled DOS to move closer to the planned optimal fleet by reducing the inventory from 14,498 vehicles in FY12 to 14,070 in FY13.
Reduce miles traveled (e.g., share vehicles, improve routing with telematics, eliminate trips, improve scheduling, use shuttles, etc.)	Yes	Yes	Yes. With this successful strategy DOS reduced vehicular mileage by 9% from FY12 to FY13 (87.4 million miles to 79.6 million miles).
Acquire only highly fuel-efficient, low greenhouse gas-emitting vehicles and alternative fuel vehicles (AFVs)	Yes	Yes	Yes. This strategy contributed to an increase of the portion of the domestic fleet that is LGHGEVs from 1% in FY12 to 2% in FY13.
Increase utilization of alternative fuel in dual-fuel vehicles	Yes	Yes	Yes. DOS will continue this strategy despite using less AFs in FY13 versus FY12; less compressed natural gas was used due to the natural gas buses being down for maintenance and the lack of E85 availability.
Use a Fleet Management Information System to track	Yes	Yes	Yes. DOS continues this successful strategy of

(A) Strategy	(B) Did you implement this strategy? Yes/No	(C) Was the strategy successful for you? Yes/No	(D) Will you use this strategy again next year? (Please explain in 1-2 sentences)
fuel consumption throughout the year for agency-owned, GSA-leased, and commercially-leased vehicles			implementing its FMIS worldwide, which is improving the quality of fleet management data, including fuel consumed.

Goal 4: Water Use Efficiency & Management

(A) Strategy	(B) Did you implement this strategy? Yes/No	(C) Was the strategy successful for you? Yes/No	(D) Will you use this strategy again next year? (Please explain in 1-2 sentences)
Purchase and install water efficient technologies (e.g., Waterwise, low-flow water fixtures and aeration devices).	Yes	Yes	Yes, for building renovations we will install low-flow water fixtures.
Develop and deploy operational controls for leak detection including a distribution system audit, leak detection, and repair programs.	No	No	No. DOS will use normal operational controls, water intensity was down for all buildings in FY 2013.
Design, install, and maintain landscape to reduce water use.	Yes	Yes	Yes. DOS uses native /low water use landscapes where possible.
Design and deploy water closed-loop, capture, recharge, and/or reclamation systems.	Yes	Yes	Yes. Rain water collection and storage for sewerage conveyance has been used successfully.
Install meters to measure and monitor industrial, landscaping and, agricultural water use.	Yes	Yes	Yes. Metering is necessary to track individual building performance.

Goal 5: Pollution Prevention & Waste Reduction

(A) Strategy	(B) Did you implement this strategy? Yes/No	(C) Was the strategy successful for you? Yes/No	(D) Will you use this strategy again next year? (Please explain in 1-2 sentences)
Eliminate, reduce, or recover refrigerants and other fugitive emissions	Yes	Yes	Yes. All operations and maintenance contracts require management of refrigerants and fugitive emissions.
Reduce waste generation through elimination, source reduction, and recycling	Yes	Yes	Yes. DOS will continue the recycling program to support achieving a 50% diversion rate for non-hazardous solid waste by FY 2015. All construction and demolition projects include a 50% recycling requirement.
Implement integrated pest management and improved landscape management practices to reduce and eliminate the use of toxic and hazardous chemicals/materials	Yes	Yes	Yes. All operations and maintenance contracts require use of integrated pest management. The Department partners with GSA horticulturist to improve landscape management for facilities in the Washington DC region.
Establish a tracking and reporting system for construction and demolition debris elimination	Yes	Yes	Yes. All construction and demolition projects include a 50% recycling requirement. Tracking form to document results is included in contract specifications.
Develop/revise Agency Chemicals Inventory Plans and identify and deploy chemical elimination, substitution, and/or management opportunities	Yes	Yes	Yes. The Department reviews and revises chemical inventory plans as needed, and evaluates opportunities for chemical substitution or elimination. All operations and maintenance contracts include chemical

(A) Strategy	(B) Did you implement this strategy? Yes/No	(C) Was the strategy successful for you? Yes/No	(D) Will you use this strategy again next year? (Please explain in 1-2 sentences)
			management and green purchasing requirements.

Goal 6: Sustainable Acquisition

(A) Strategy	(B) Did you implement this strategy? Yes/No	(C) Was the strategy successful for you? Yes/No	(D) Will you use this strategy again next year? (Please explain in 1-2 sentences)
Update and deploy agency procurement policies and programs to ensure that federally-mandated designated sustainable products are included in all relevant procurements and services	Yes	Yes	The Department's Office of Procurement Executive issues procurement information bulletins to provide guidance and policy direction. State will continue this approach to inform contracting officers and contract specialists of new federally-mandated procurement policy. The department will also comply in FY2015 by conducting semi-annual in-house briefings and inclusion of training materials to educate procurement staff on sustainability requirements.
Include biobased and other FAR sustainability clauses in all applicable construction and other relevant service contracts	Yes	Yes	The Department will continue to monitor compliance with its memo mandating all solicitations be written in the agency's contract writing system which enables monitoring and enforcement with bio-based and other FAR sustainability clauses.
Review and update agency specifications to include and encourage biobased and other designated green	Yes	Yes	In FY2015, the Department will continue to implement the initiative with its furniture vendor

(A) Strategy	(B) Did you implement this strategy? Yes/No	(C) Was the strategy successful for you? Yes/No	(D) Will you use this strategy again next year? (Please explain in 1-2 sentences)
products to enable meeting sustainable acquisition goals			(\$50M-\$70M annually) to implement sustainable business practices supported by organizations such as the American Home Furnishing Association (AHFA), the Business and Institutional Manufacturers Association (BIFMA)
Use Federal Strategic Sourcing Initiatives, such as Blanket Purchase Agreements (BPAs) for office products and imaging equipment, which include sustainable acquisition requirements	Yes	Yes	In FY2015, the Department will seek to improve on its purchases of office products under the Federal Strategic Sourcing Initiative and maintain the current level of purchases of domestic shipping services at the current level.
Implement new Strategic Sourcing Initiatives, such as Blanket Purchase Agreement(s) for auto parts and other commodities, which include sustainable acquisition requirements.	No	No	It will be implemented in the upcoming year.

Goal 7: Electronic Stewardship & Data Centers

(A) Strategy	(B) Did you implement this strategy? Yes/No	(C) Was the strategy successful for you? Yes/No	(D) Will you use this strategy again next year? (Please explain in 1-2 sentences)
Identify agency Core and Non-Core Data	Yes	Yes	Continue to identify core/non-core data centers already targeted by the end of FY2014 in the Department's Federal Data Center Consolidation Initiative Plan.
Consolidate 40% of agency non-core data centers	Yes	Yes	Continue to consolidate 40+% core/non-core data

(A) Strategy	(B) Did you implement this strategy? Yes/No	(C) Was the strategy successful for you? Yes/No	(D) Will you use this strategy again next year? (Please explain in 1-2 sentences)
			centers by the end of FY2014 already underway in the Department's Federal Data Center Consolidation Initiative Plan.
Optimize agency Core Data Centers across total cost of ownership metrics	Yes	Yes	Continue implementation of the Department's Federal Data Center Consolidation Plan through the end of FY2015.
Ensure that power management, duplex printing, and other energy efficiency or environmentally preferable options and features are enabled on all eligible electronics and monitor compliance	Yes	Yes	Continue modifications to iPost continuous monitoring system to identify and monitor all networked and desktop printers on the enterprise network to determine policy compliance by end of FY2014.
Update and deploy policies to use environmentally sound practices for disposition of all agency excess or surplus electronic products, including use of certified eSteward and/or R2 electronic recyclers, and monitor compliance	Yes	Yes	Complete the review of the Department's disposition policy for explicitly stated environmentally sound disposition practices by end of FY2014.

Goal 8: Renewable Energy

(A) Strategy	(B) Did you implement this strategy? Yes/No	(C) Was the strategy successful for you? Yes/No	(D) Will you use this strategy again next year? (Please explain in 1-2 sentences)
Purchase renewable energy directly or through Renewable Energy Credits (RECs)	Yes	Yes	Yes, last year our renewable energy Power Purchase Agreement provided us 36.6% renewable energy.

(A) Strategy	(B) Did you implement this strategy? Yes/No	(C) Was the strategy successful for you? Yes/No	(D) Will you use this strategy again next year? (Please explain in 1-2 sentences)
Install onsite renewable energy on federal sites	Yes	Yes	Yes. In FY 2013 existing onsite renewable energy generation contributed to our 36.6% renewable energy achievement.
Utilize performance contracting methodologies for implementing ECMs and increasing renewable energy	Yes	Yes	Yes. DOS used ESPC contract to implement gas heating project at State headquarters (HST).
Work with other agencies to create volume discount incentives for increased renewable energy purchases	Yes	Yes	Yes. DOS partnership with DoJ/Unicor/FPI on a renewable energy Power Purchase Agreement supported 36.6% renewable energy achievement.

Goal 9: Climate Change Resilience

(A) Strategy	(B) Did you implement this strategy? Yes/No	(C) Was the strategy successful for you? Yes/No	(D) Will you use this strategy again next year? (Please explain in 1-2 sentences)
Ensure climate change adaptation is integrated into both agency-wide and regional planning efforts, in coordination with other Federal agencies as well as state and local partners, Tribal governments, and private stakeholders	Yes	Yes	Yes, the Department intends to continue participation in the interagency groups and integrate climate considerations into future USAID joint strategic and QDDR planning activities.
Ensure agency principals demonstrate commitment to adaptation efforts through internal communications and policies	Yes	Yes	Yes, the Department's Greening Council will continue to meet on a quarterly basis to address climate adaptation policy and other climate and sustainability issues.
Identify vulnerable communities that are served	Yes	Yes	Yes, the Department intends to continue various related

(A) Strategy	(B) Did you implement this strategy? Yes/No	(C) Was the strategy successful for you? Yes/No	(D) Will you use this strategy again next year? (Please explain in 1-2 sentences)
by agency mission and are potentially impacted by climate change and identify measures to address those vulnerabilities where possible			efforts including supporting vulnerable populations through the Least Developed Countries and Special Climate Change Fund, as well as advance adaptation in the Pacific and small island developing states.
Ensure that agency climate adaptation and resilience policies and programs reflect best available current climate change science, updated as necessary	Yes	Yes	Yes, the Department will continue to implement international adaptation policies and programs that promote climate adaptation considerations in accordance with the best available science as provided by reliable resources.
Design and construct new or modify/manage existing agency facilities and/or infrastructure to account for the potential impacts of projected climate change	Yes	Yes	Yes, the Department has made preliminary modifications to its infrastructure and resilience plan. The Department intends to ramp up the review of infrastructure management and predictive models for potential impacts on climate change, including a review of logistical management.

Department of State

Goal 1: Greenhouse Gas (GHG) Reduction

Dept. of State Progress toward Scope 1 & 2 Greenhouse Gas Goals

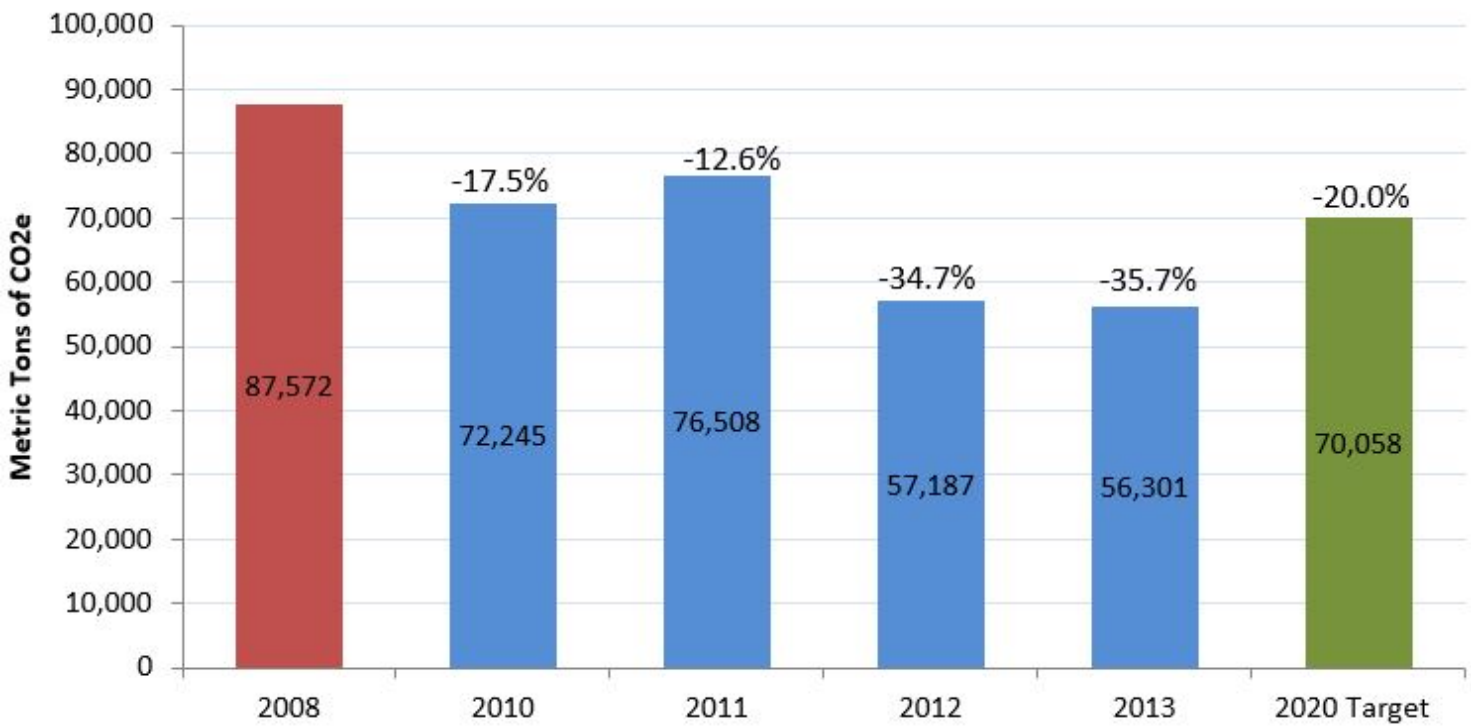


Table 1-1: Goal 1 Strategies - Scope 1 & 2 GHG Reductions

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top 5? Yes/No/NA	(C) Strategy Narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in next 12 months
Use the FEMP GHG emission report to identify/target high emission categories and implement specific actions to resolve high emission areas identified	Yes	Analyze FEMP GHG emission report to identify/target high emission categories to achieve FY 2020 GHG reduction goal.	Meet or Exceed FY 2020 GHG Scope 1&2 reduction goal
Ensure that all major renovations and new building designs are 30% more efficient than applicable code	Yes	DOS Sustainable Building Implementation Plan requires all major renovations and new building designs are 30% more efficient than applicable code.	DOS Sustainable Building Implementation Plan established.
Implement in EISA 432 covered facilities all lifecycle cost effective ECMs identified	NA	As resources allow, implement all lifecycle cost effective ECMs identified.	Meet or Exceed FY 2020 GHG Scope 1&2 reduction goal
Reduce on-site fossil-fuel consumption by installing more efficient boilers, generators, furnaces, etc. and/or use renewable fuels	NA	Replace GSA steam heating with high efficiency natural gas boilers at HST Building.	Replace GSA steam heating with high efficiency natural gas boilers in HST Building South.
Reduce grid-supplied electricity consumption by improving/upgrading motors, boilers, HVAC, chillers, compressors, lighting, etc.	Yes	Reduce grid-supplied electricity consumption by improving/ upgrading motors, boilers, HVAC, chillers, compressors, lighting, etc.	Meet or Exceed FY 2020 GHG Scope 1&2 reduction goal
Employ operations and management best practices for energy consuming and emission generating equipment	Yes	Re-commission HST Building.	Re-commission ¼ of HST Building.
Install building utility meters and benchmark performance to track energy	Yes	Building utility meters are installed. Currently networking facilities on the	Meet or Exceed FY 2020 GHG Scope 1&2 reduction goal

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top 5? Yes/No/NA	(C) Strategy Narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in next 12 months
and continuously optimize performance		enterprise metering pilot project which provides meter access to all stakeholders. Building energy use is benchmarked in PortfolioManager.	

Dept. of State Progress toward Scope 3 Greenhouse Gas Goals

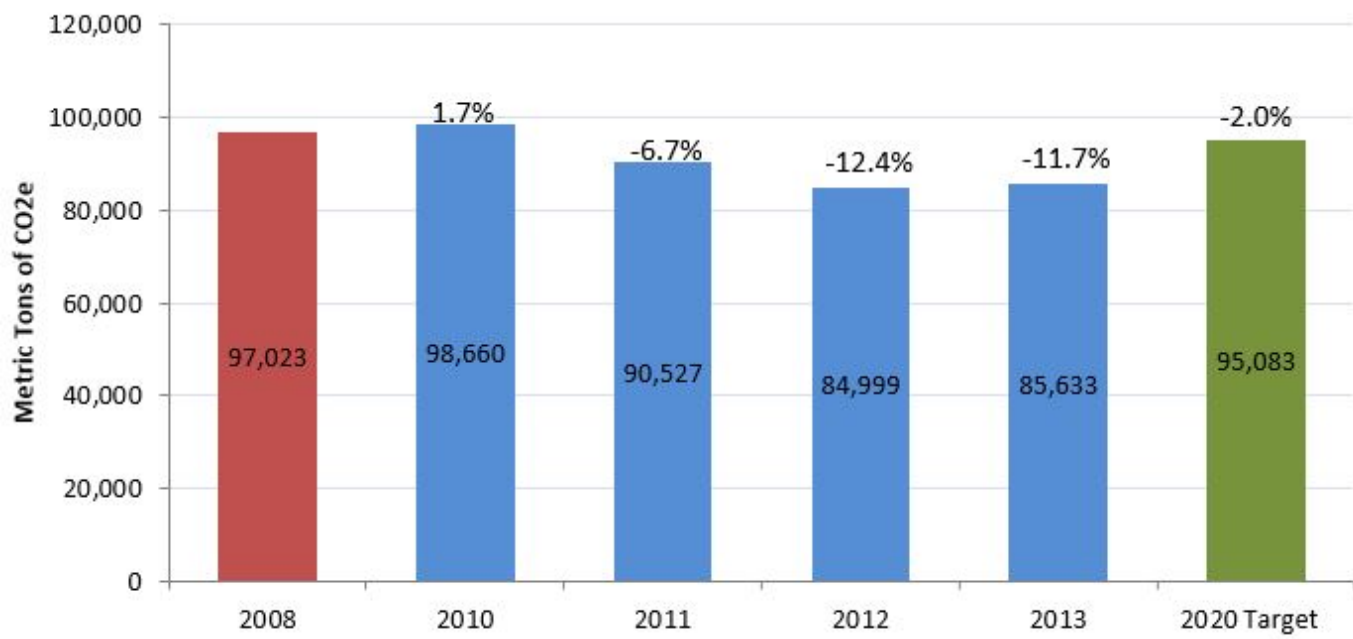


Table 1-2: Goal 1 Strategies - Scope 3 GHG Reductions

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top 5? Yes/No/NA	(C) Strategy Narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in the next 12 months
Develop and deploy employee commuter reduction plan	NA	Plan has already manifested itself in the Departments Bike and MetroCheck programs. We also have an internal carpool site where employees can search for riders. Results from GSAs commuter survey are expected to be received by November 2013 and will be used to identify program gaps and possible updates to the Departments commuter services.	
Reduce employee business ground travel	Yes	DOS maintains a robust Digital Video Conference and Teleconference infrastructure to encourage effective and expeditious communications and reduce travel. The Department has also consolidated buildings and brought them workforce closer to headquarters, limiting travel time between offices.	Maintain and research means to improve upon current communications infrastructure for DOS personnel.
Reduce employee business air travel	Yes	Department maintains a robust Digital Video Conference and Teleconference infrastructure to encourage effective and expeditious communications and reduce travel.	Maintain and research means to improve upon current communications infrastructure for DOS personnel.
Use employee commuting survey to identify opportunities and strategies	Yes	The Department was unable to use GSA/DOE commuter survey due to security issues with their form. The	GSA/DOE did not have a commuter survey that complied with Department security protocols.

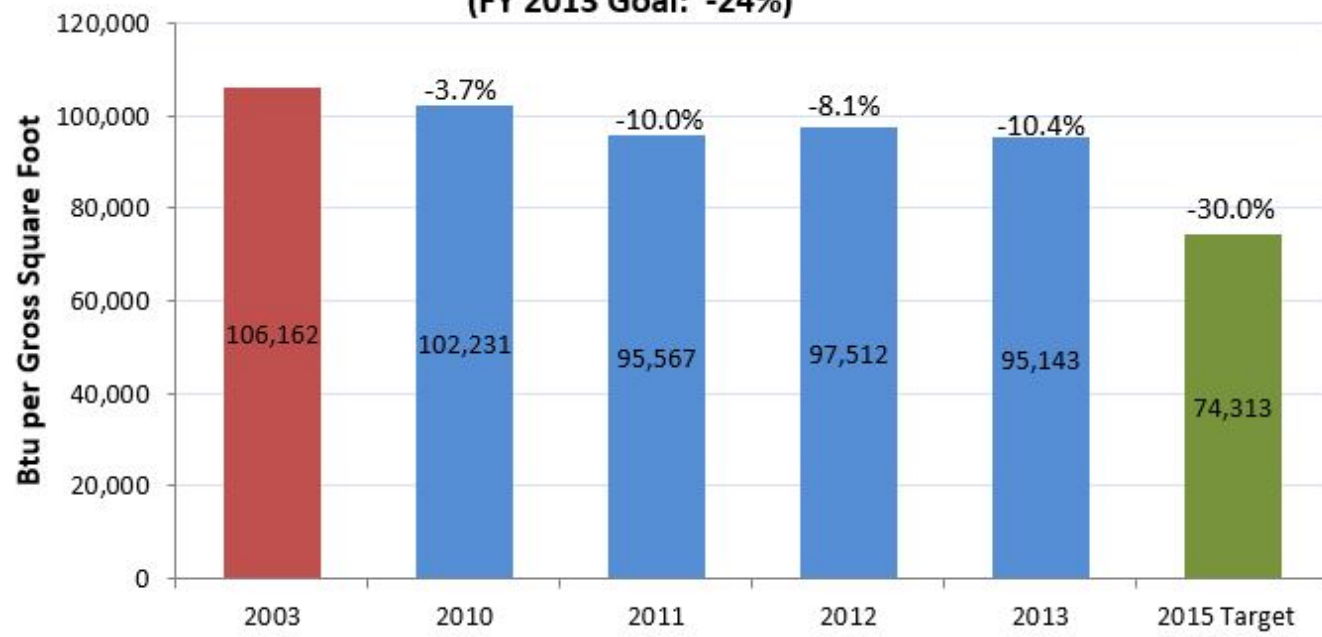
(A) Will the agency implement the following strategies to achieve this goal?	(B) Top 5? Yes/No/NA	(C) Strategy Narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in the next 12 months
for reducing commuter emissions		Department will explore alternative options to run the survey this year.	
Increase number of employees eligible for telework and/or the total number of days teleworked	Yes	Within DOS, there are 14,568 domestic positions determined to be telework eligible. Annually, the number fluctuates based upon positions being created or eliminated. While DOS is not able to increase the number of employees eligible to telework, we are able to increase the number of telework eligible employees who have a telework agreement in place. Out of the 14,568 domestic positions there are currently 4,474 employees with telework agreements.	Target is to increase the number of eligible employees with telework agreements to 5,500 during next 12 months. This will be a 31% increase over the 4,189 agreements reported for FY2013 in the OPM Telework Data Call. Goal obtained by promoting telework through special events throughout the year such as the Annual Telework Challenge in August and Telework Week in May. Additionally, DOS will continue to promote telework through “Road Shows”, educating supervisors and managers on how to effectively manage a remote workforce. Engaging senior leadership support is an essential part of the strategy.
Develop and implement bicycle commuter program	Yes	Department has developed and implemented a bicycle commuter program, where it encourages biking through bike repair stipends, high availability of bike racks and biker showers and lockers – along with offering loaner bikes to employees throughout the work day.	Maintain successful implementation of the Department’s bike program and services.

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top 5? Yes/No/NA	(C) Strategy Narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in the next 12 months
Provide bicycle commuting infrastructure	NA	Department has developed and implemented a bicycle commuter program, where it encourages biking through bike repair stipends, high availability of bike racks and biker showers and lockers " along with offering loaner bikes to employees throughout the work day. There have been additional installations of Capital Bike Share Stations around the Department headquarters.	Maintain successful implementation of the Departments bike program and services.

Department of State
Goal 2: Sustainable Buildings

Dept. of State Progress toward Facility Energy Intensity Reduction Goals

(FY 2013 Goal: -24%)



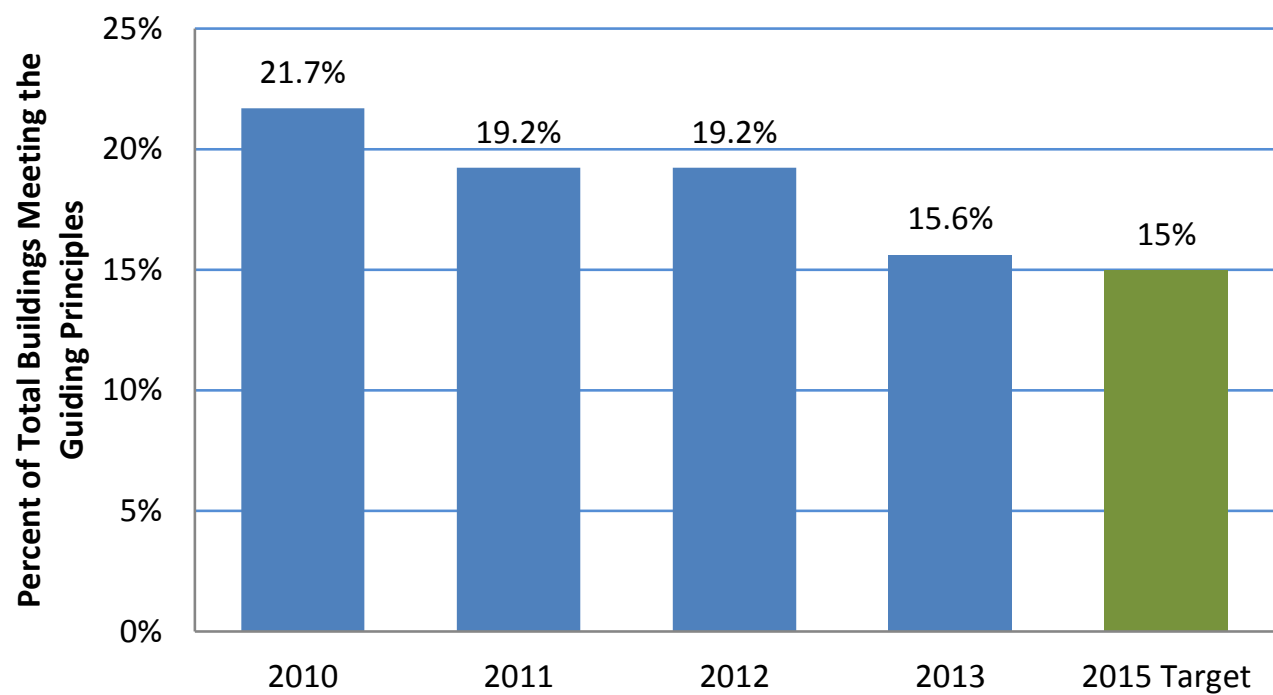


Table 2: Goal 2 Strategies &€“ Sustainable Buildings

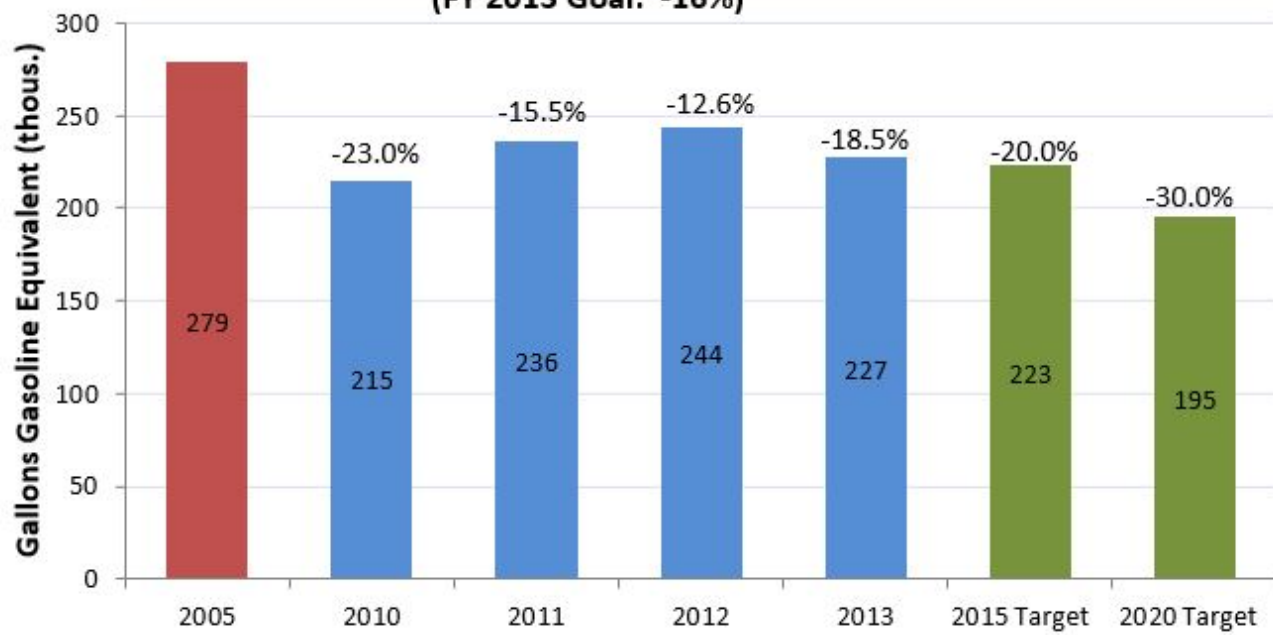
(A) Will the agency implement the following strategies to achieve this goal?	(B) Top 5? Yes/No/NA	(C) Strategy narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in the next 12 months
Incorporate green building specifications into all new construction and major renovation projects	Yes	The Department’s Sustainable Buildings Implementation Plan (SBIP) requires all domestic new construction and major renovations over 5,000 SF to achieve a minimum LEED® Silver rating. These requirements are included in our leases and construction contract specifications via the requirement for LEED® Silver certification.	In the next 12 months, the Department plans to add five certified projects to our LEED® Silver portfolio.
Redesign or lease interior space to reduce energy use by daylighting, space optimization, sensors/control system installation, etc.	Yes	The Department’s Sustainable Buildings Implementation Plan (SBIP) requires all domestic new construction and major renovations over 5,000 SF to achieve a minimum LEED® Silver rating. These requirements are included in our leases and construction contract specifications via the requirement for LEED® Silver certification.	In the next 12 months, the Department plans to add five certified projects to our LEED® Silver portfolio.
Deploy CEQs Implementing Instructions " Sustainable Locations for Federal Facilities	NA	Although the Department is not following the CEQs Implementing Instructions explicitly, the Department is adhering to the intent of the instructions. The Department is actively working to consolidate our offices to the Foggy Bottom and Rosslyn, VA areas. These consolidation plans	N/A

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top 5? Yes/No/NA	(C) Strategy narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in the next 12 months
		were described in our 2012 Agency Sustainability Plan. In addition to being convenient to each other via the Departments shuttle service, both Foggy Bottom and Rosslyn are convenient to mass transit, walkable, and bikeable. The Department typically leases and renovates existing buildings rather than building new ones.	
Include in every construction contract all applicable sustainable acquisition requirements for recycled, biobased, energy efficient, and environmentally preferable products	Yes	The Department's Sustainable Buildings Implementation Plan (SBIP) requires all domestic new construction and major renovations over 5,000 SF to achieve a minimum LEED® Silver rating. These requirements are included in our construction contract specifications via the requirement for LEED® Silver certification.	In the next 12 months, the Department plans to add five certified projects to our LEED® Silver portfolio.
Develop and deploy energy and sustainability training for all facility and energy managers	NA	While the Department embraces the value Certified Energy Manager (CEM) training provides and some of our facility and energy managers are CEMs, we neither develop nor deploy training internally. Instead we leverage outside training opportunities for our staff.	N/A
Optimize equipment installed in renovations and new construction projects.	Yes	Regardless of size, all new government owned and leased facilities are	In the next 12 months, the Department will continue to commission all new

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top 5? Yes/No/NA	(C) Strategy narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in the next 12 months
		commissioned as part of our sustainable buildings program.	projects. At a minimum, fundamental commissioning is a part of all projects' AE scopes of work and construction project specifications.
Improve space utilization rates.	Yes	Real Property Management (RPM) actively uses its Space Allocation Standards and Building Design Guidelines to standardize construction practices. RPM reviews projects through the Building Advisory Committee (BAC) to determine whether new projects are worthwhile to complete.	We will continue to improve our space utilization rates by using UR improvement as a major criterion for project initiation. Additionally, we will begin tracking UR improvement in all of our office renovation projects.

Department of State
Goal 3: Fleet Management

Dept. of State Progress toward Fleet Petroleum Reduction Goals
(FY 2013 Goal: -16%)



**Dept. of State Progress toward Fleet Alternative Fuel Consumption Goals
(FY 2013 Goal: +114.4%)**

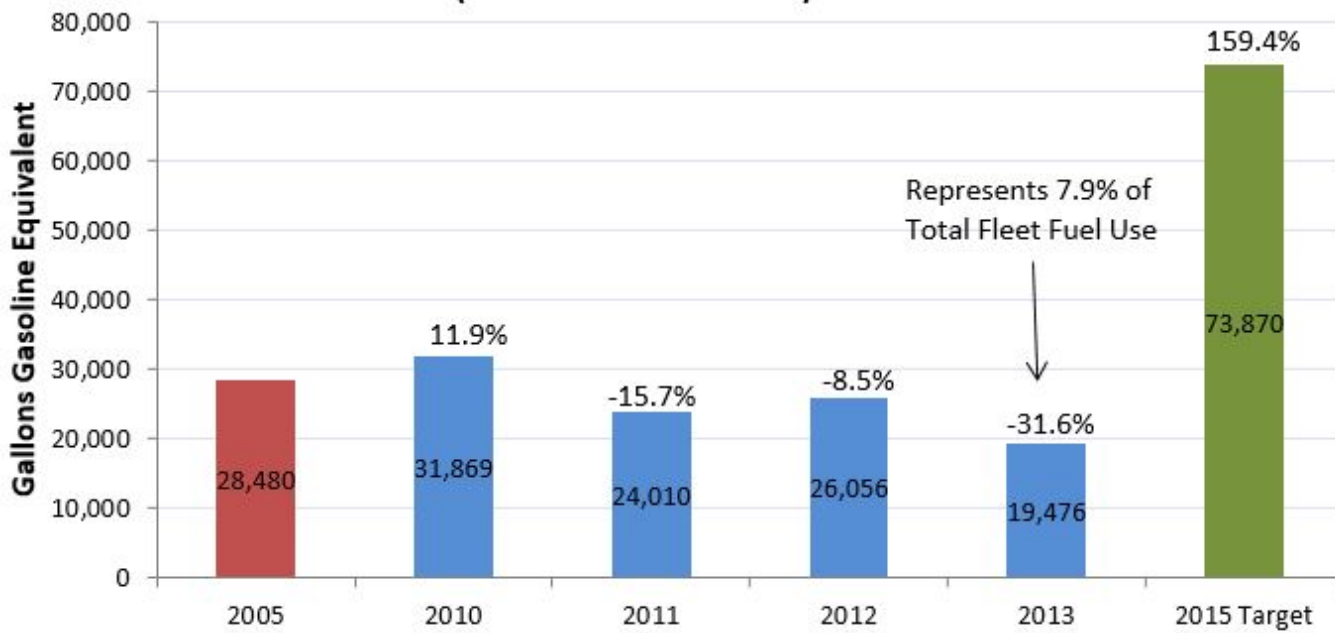


Table 3: Goal 3 Strategies & “Fleet Management

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top 5? Yes/No/NA	(C) Strategy narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in the next 12 months
Optimize/Right-size the composition of the fleet (e.g., reduce vehicle size, eliminate underutilized vehicles, acquire and locate vehicles to match local fuel infrastructure)	Yes	Right-sizing the fleet’s composition is being accomplished through actions such as requiring prior approval based on written justification to order less-fuel-efficient vehicles, including SUVs and four wheel drives.	Continue with DOSs Attainment Plan (based on the Vehicle Allocation Methodology of the entire fleet) to obtain the proposed optimal fleet (inventory reduced from 14,070 vehicles in 2013 to 11,662 for 2015).
Reduce miles traveled (e.g., share vehicles, improve routing with telematics, eliminate trips, improve scheduling, use shuttles, etc.)	Yes	Reducing miles traveled is one of six elements of the DOS Vehicular Fuel Compliance Strategy, as required by the Energy Independence and Security Act of 2007.	DOS will reduce vehicular mileage by 10% by 2016 through fleet right-sizing and enforcing measures like consolidating trips and promoting shuttle bus use.
Acquire only highly fuel-efficient, low greenhouse gas-emitting vehicles and alternative fuel vehicles (AFVs)	Yes	DOS continues acquiring annually more highly fuel-efficient vehicles (low greenhouse gas emitting vehicles [LGHGEVs] and AFVs).	DOS will increase to 3% (currently at 2%) the portion of the domestic inventory that is LGHGEVs by enforcing policies for acquiring LGHGEVs and AFVs.
Increase utilization of alternative fuel in dual-fuel vehicles	Yes	Increasing utilization of alternative fuels in dual-fuel AFVs is an element of the DOS Vehicular Fuel Compliance Strategy and a status update is provided in the annual DOS Fleet AFV Program Report.	DOS will show a 5% increase in E85 use over FY2013 by January 2015 through continuing efforts to place dual-fuel AFVs where AFs are located and by working to obtain the AF infrastructure or AF access needed.
Use a Fleet Management Information System to track fuel consumption throughout the year for agency-owned, GSA-leased,	Yes	DOS plans to improve its fleet fuel consumption data management by implementing its Fleet Management Information System (FMIS).	DOS will continue with its plan to implement its FMIS worldwide not later than 2015, which will improve the capability to track fuel consumed year-round.

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top 5? Yes/No/NA	(C) Strategy narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in the next 12 months
and commercially-leased vehicles			
Increase GSA leased vehicles and decrease agency-owned fleet vehicles, when cost effective	No	DOS recognizes the cost savings that can often be realized through leasing vehicles from GSA Fleet rather than acquiring vehicles by other means.	DOS will continue to improve its vehicle fleet by increasing its GSA-leased vehicles (currently at 65% of domestic inventory) and by decreasing its agency-owned and commercial-leased vehicles.

Department of State

Goal 4: Water Use Efficiency&Management

Dept. of State Progress toward Potable Water Intensity Reduction Goals
(FY 2013 Goal: -12%)

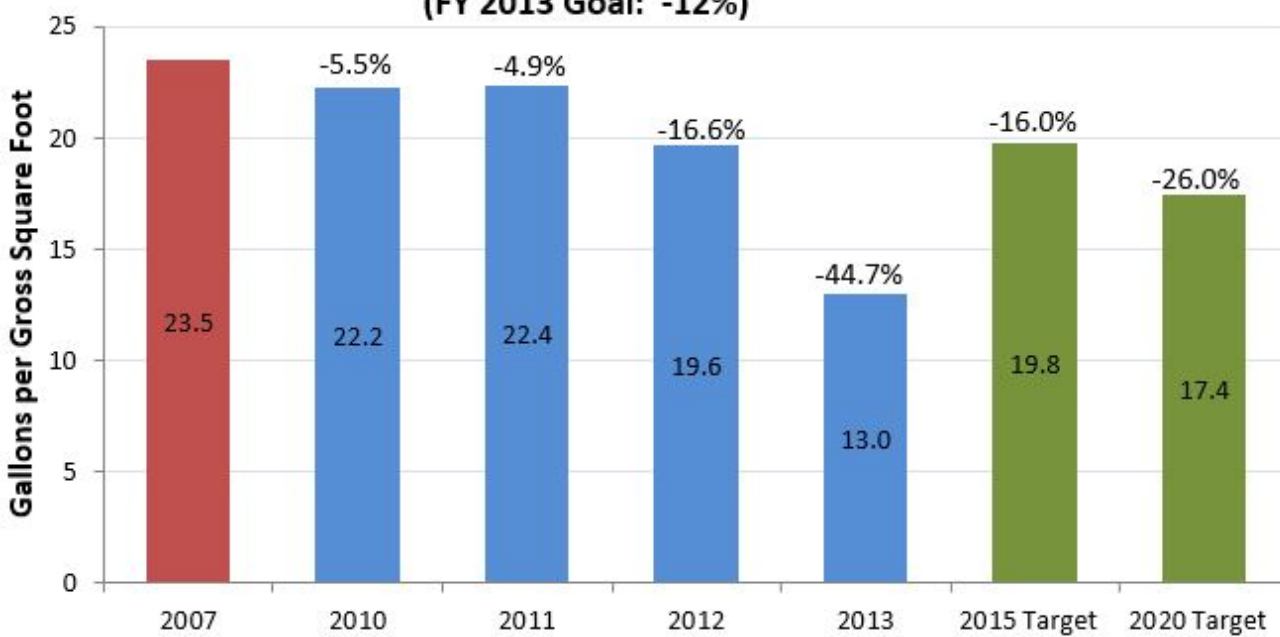


Table 4: Goal 4 Strategies & Water Use Efficiency & Management

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top 5? Yes/No/NA	(C) Strategy narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in the next 12 months
Purchase and install high efficiency technologies (e.g., WaterSense)	Yes	Replace existing equipment with high efficiency technologies and include high efficiency equipment in new buildings and renovations.	Meet or exceed FY2014 water intensity reduction goal.
Prepare and implement a water asset management plan to maintain desired level of service at lowest life cycle cost (for best practices from the EPA, go to http://go.usa.gov/KvbF)	NA	Prepare and implement a water asset management plan to maintain desired level of service at lowest life cycle cost.	Prepare and implement a water asset management plan at one facility.
Minimize outdoor water use and use alternative water sources as much as possible	Yes	Minimize outdoor water use and use alternative water sources as much as possible.	Audit outdoor water use at one facility.
Design and deploy water closed-loop, capture, recharge, and/or reclamation systems	Yes	Employ rain water capture to reduce potable water consumption.	Employ rain water capture to reduce potable water consumption at one facility.
Install advanced meters to measure and monitor (1) potable and (2) industrial, landscaping and agricultural water use	Yes	Install advanced meters to measure and monitor (1) potable and (2) industrial, landscaping water use.	Verify water meters at one campus.
Develop and implement programs to educate employees about methods to minimize water use	Yes	Develop and implement programs to educate employees about methods to minimize water use.	Implement programs to educate employees about methods to minimize water use at one facility.
Assess the interconnections and dependencies of energy and water on agency operations, particularly climate changes effects on water which may impact energy use	NA	Assess the interconnections and dependencies of energy and water on agency operations, particularly climate changes effects on water which may impact energy use as appropriate.	Assess one facility

Department of State

Goal 5: Pollution Prevention&Waste Reduction

Table 5: Goal 5 Strategies & “ Pollution Prevention & Waste Reduction

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top 5? Yes/No/NA	(C) Strategy narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in the next 12 months
Eliminate, reduce, or recover refrigerants and other fugitive emissions	Yes	The Department’s Affirmative Procurement Program contains guidance for the purchase of non-ozone depleting substances.	Continue to monitor refrigerants and fugitive emissions.
Reduce waste generation through elimination, source reduction, and recycling	Yes	The Department has implemented several product substitution, waste reduction and recycling initiatives, and service contract modifications to reduce the variety and amounts of waste generated at domestic facilities. The Department is committed to achieving waste reduction through diversion of non-hazardous solid waste. The Domestic Design Guidelines and Building Standards include waste minimization requirements following the hierarchy of reduction, reuse, recycling, and disposal.	Over the next 12 months increase waste diversion to support Department goal of 50 percent diversion of non-hazardous solid waste by FY 2015. Our new classified waste disposal process has allowed us to greatly reduce the amount of disposal performed at our headquarters facility. The majority of disposal is now handled via incineration offsite by a waste-to-energy electricity generation facility.
Implement integrated pest management and improved landscape management practices to reduce and eliminate the use of toxic and hazardous chemicals/materials	Yes	All facility O&M contracts require use of integrated pest management. The Department partners with the GSA horticulturist to improve landscape management for facilities within the Washington DC area.	Include integrated pest management in all new O&M contract solicitations.

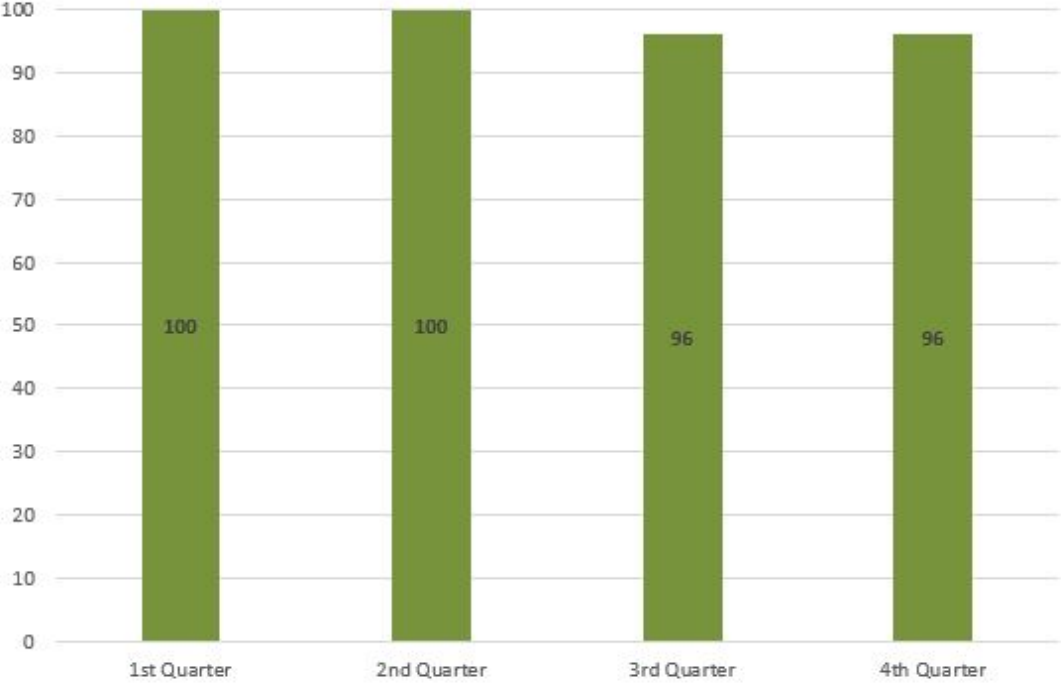
(A) Will the agency implement the following strategies to achieve this goal?	(B) Top 5? Yes/No/NA	(C) Strategy narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in the next 12 months
Establish a tracking and reporting system for construction and demolition debris elimination	Yes	All construction and demolition (C&D) projects initiated by the Department include a requirement for 50 percent recycling of C&D debris. It is important to note that this requirement is not an annual goal but a per project goal for C&D recycling. Tracking form is included in the contract specifications.	Continue to require tracking and recycling of C&D debris.
Develop/revise Agency Chemicals Inventory Plans and identify and deploy chemical elimination, substitution, and/or management opportunities	Yes	The Department continues programs and initiatives that support our compliance with the requirements outlined in E.O. 13514 for Pollution Prevention and mandated reporting in accordance with Sections 301-313 of EPCRA, and Section 6002 of the Resource Conservation and Recovery Act (RCRA). The Department's domestic owned and delegated facilities, listed earlier under Goal 1, are covered in our annual Sustainable Acquisition Practices: Green Purchasing, Waste Management, and Chemicals Management surveys.	As needed revise chemical inventory plans and identify chemical elimination substitution, and/or management opportunities.
Take inventory of current HFC use and purchases	No	The Department's Affirmative Procurement Program contains guidance for the purchase of non-ozone depleting substances. All O&M	Continue to monitor refrigerants and fugitive emissions and review HFC use and purchases.

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top 5? Yes/No/NA	(C) Strategy narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in the next 12 months
		contracts require management of refrigerants and fugitive emissions.	
Require high-level waiver or contract approval for any agency use of HFCs	No		The Department will review the HFC waiver requirement.
Ensure HFC management training and recycling equipment are available	No		The Department will evaluate if HFC management training and recycling equipment is needed.

Department of State

Goal 6: Sustainable Acquisition

Percent Of Applicable Contracts Containing Sustainable Acquisition Requirements



FY 2013

Table 6: Goal 6 Strategies & “ Sustainable Acquisition

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top 5? Yes/No/NA	(C) Strategy narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in the next 12 month
Update and deploy agency procurement policies and programs to ensure that federally-mandated designated sustainable products are included in all relevant procurements and services	Yes	The Office of Procurement Executive issues procurement information bulletins to provide guidance and policy direction.	The Department will continue to issue PIBs informing contracting officers and others of new federally-mandated procurement policy. OPE also participates in semi-annual, in-house Department training of contracting staff to update them about new requirements.
Deploy corrective actions to address identified barriers to increasing sustainable procurements with special emphasis on biobased purchasing	No	Reviewing provisions at the contracting officer level, partner with A/OPE in monitoring quarterly reviews and continuing to train the procurement community.	The Department requires solicitations to be written in its contract writing system. This permits for monitoring and compliance activities to ensure biobased purchasing and other FAR requirements are observed.
Include biobased and other FAR sustainability clauses in all applicable construction and other relevant service contracts	Yes	Include FAR requirements for energy efficient, recycled, biobased and other relevant sustainability factors in all new contract actions and conduct quality assurance review after award.	In FY 2014 relative to FY 2012, increase purchases of biobased by 10%; increase energy efficient product purchases by 5%; increased recycled content purchases by 15%.
Review and update agency specifications to include and encourage biobased and other designated green products to enable meeting sustainable acquisition goals	Yes	AQM reviews and monitors new procurements where specifications can incorporate bio-based and other sustainable requirements. AQM is in compliance with current guidance issued by the FAR and A/OPE.	Continue to implement an initiative with the Department’s residential furniture program (\$50M-\$70M annually) to require sustainable business practices supported by organizations such as the American Home Furnishing Association (AHFA), the

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top 5? Yes/No/NA	(C) Strategy narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in the next 12 month
			Business and Institutional Manufacturers Association and the Sustainable Furnishings Council (SFC) that focus on the environmental impact of its operations, raw materials and ultimately the finished products provided on the contract.
Use Federal Strategic Sourcing Initiatives, such as Blanket Purchase Agreements (BPAs) for office products and imaging equipment, which include sustainable acquisition requirements	Yes	Continue implementation of Federal Strategic Sourcing Initiative for office products and domestic shipping, which include sustainable acquisition requirements.	The Department continues to improve the purchase of office products under the Federal Strategic Sourcing Initiative and maintains levels of purchases of domestic shipping service at its current level.
Report on sustainability compliance in contractor performance reviews	No	Already underway—Review sustainability compliance in annual program reviews for supply contracts.	The Department continues to implement a new initiative to improve the reporting on sustainability to ensure compliance with FAR requirements.
Implement new Strategic Sourcing Initiatives, such as Blanket Purchase Agreement(s) for auto parts and other commodities, which include sustainable acquisition requirements.	Yes	Implement new Strategic Sourcing Initiative for auto parts and other commodities, which include sustainable acquisition requirements.	In FY 2015, the Department will continue to implement a new Strategic Sourcing initiative for auto parts, as well as other commodities.

Department of State

Goal 7: Electronic Stewardship&Data Centers

EPEAT	POWER MANAGEMENT	END-OF-LIFE	
			

Table 7: Goal 7 Strategies & “Electronic Stewardship & Data Centers

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top 5? Yes/No/NA	(C) Strategy narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in the next 12 months
Identify agency Core and Non-Core Data	Yes	Identify non-core data centers and server closets not already identified in the Department’s Federal Data Center Consolidation Initiative Plan.	Continue to identify core/non-core data centers already targeted by the end of FY2014 in the Department’s Federal Data Center Consolidation Initiative Plan.
Consolidate 40% of agency non-core data centers	Yes	Continue to implement the Department Federal Data Center Consolidation Initiative Plan.	Continue to consolidate 40+% core/non-core data centers by the end of FY2014 already underway in the Department’s Federal Data Center Consolidation Initiative Plan.
Optimize agency Core Data Centers across total cost of ownership metrics	Yes	Continue to implement the Department Federal Data Center Consolidation Initiative Plan.	Continue implementation of the Department’s Federal Data Center Consolidation Plan through the end of FY2015.
Ensure that power management, duplex printing, and other energy efficiency or environmentally preferable options and features are enabled on all eligible electronics and monitor compliance	Yes	Continue electronic monitoring program for agency devices to ensure all environmentally preferable features, such as duplexing, are fully utilized.	Continue modifications to iPost continuous monitoring system to identify and monitor all networked and desktop printers on the enterprise network to determine policy compliance by end of FY2014.
Update and deploy policies to use environmentally sound practices for disposition of all agency excess or surplus electronic products, including use of certified eSteward and/or R2 electronic recyclers, and monitor compliance	Yes	Review the Department’s disposition policy that environmentally sound practices for disposition are explicitly stated	Complete the review of the Department’s disposition policy for explicitly stated environmentally sound disposition practices by end of FY2014.

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top 5? Yes/No/NA	(C) Strategy narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in the next 12 months
Ensure acquisition of 95% EPEAT registered and 100% of ENERGY STAR qualified and FEMP designated electronic office products	Yes	Continue to acquire only electronic products that meet EPEAT, ENERGY STAR, and FEMP requirements.	Continue to acquire 100% of electronic products meeting EPEAT, ENERGY STAR, and FEMP requirements until requirements change.

Department of State

Goal 8: Renewable Energy

**Dept. of State Use of Renewable Energy as a Percentage of Electricity Use
(FY 2013 Goal: 7.5%)**

- Renewable Energy (MWh)
- Total Non-RE (MWh)

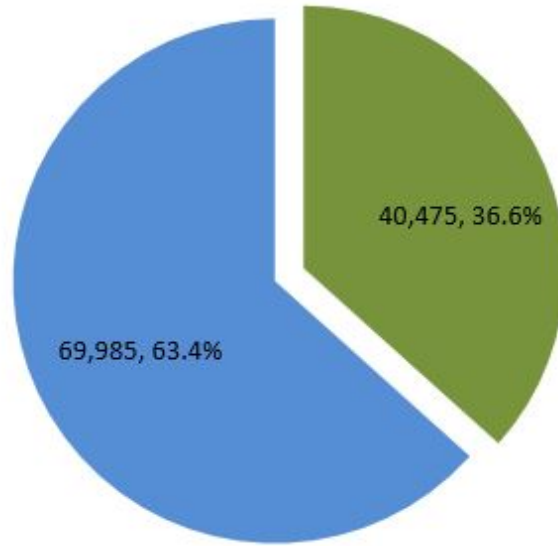


Table 8: Goal 8 Strategies &€“ Renewable Energy

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top 5? Yes/No/NA	(C) Strategy narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in the next 12 months
Purchase renewable energy directly or through Renewable Energy Credits (RECs)	Yes	Use a Power Purchase Agreement for Renewable Energy to reduce GHG emissions of DOS facilities.	Deliver wind and solar PV electricity to DC area facilities to meet/exceed FY2020 Scope 1&2 GHG reduction goal.
Install onsite renewable energy on federal sites	Yes	Install solar PV generation when site conditions and resources allow a reasonable payback.	Deliver onsite solar PV energy at 2 facilities.
Lease land for renewable energy infrastructure	NA		
Develop biomass capacity for energy generation	NA		
Utilize performance contracting methodologies for implementing ECMs and increasing renewable energy	Yes	Utilize performance contracting methodologies for implementing ECMs and increasing renewable energy where cost effective.	Solicit performance contracting proposals for implementing ECMs and increasing renewable energy at one facility.
Work with other agencies to create volume discount incentives for increased renewable energy purchases	Yes	Work with other agencies for increased renewable energy purchases.	Deliver wind and solar PV electricity to DC area facilities with other agency procurement.
Investigate onsite solar PV generation to increase facility renewable energy.	Yes	Investigate onsite solar PV generation to increase facility renewable energy.	Investigate onsite solar PV generation at one site.

Department of State

Goal 9: Climate Change Resilience

Table 9: Goal 9 Strategies & Climate Change Resilience

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top 5? Yes/No/NA	(C) Strategy narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in the next 12 months
Ensure climate change adaptation is integrated into both agency-wide and regional planning efforts, in coordination with other Federal agencies as well as state and local partners, Tribal governments, and private stakeholders	Yes	Department includes climate related objectives in strategic planning activities and is a participant in interagency groups focused on ensuring climate change adaptation data and information is disseminated among agencies. The Department will continue to use these vehicles to drive its understanding of effective and appropriate planning within its operations and projects.	Continued participation in interagency groups and ensuring information is feed back into Department planning. Incorporate climate considerations in the QDDR development process, regional and functional bureau strategic planning endeavors.
Update agency emergency response procedures and protocols to account for projected climate change, including extreme weather events	No	Emergency response procedures already include protocols for extreme weather events. Data is being reviewed for incorporating climate change projections. The Department's emergency response scenario planning team participates in the interagency climate change preparedness and resilience exercise series.	Continue to participate in on the President's Council on Climate Preparedness and Resilience.
Ensure workforce protocols and policies reflect projected human health and safety impacts of climate change	No	Department policies currently under review. For example, the Department is reviewing central guidance for US mission's protocol on response to EPA air quality health messaging overseas.	

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top 5? Yes/No/NA	(C) Strategy narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in the next 12 months
Update agency external programs and policies (including grants, loans, technical assistance, etc.) to incentivize planning for, and addressing the impacts of, climate change	No	Inventory of applicable programs and policies currently under review. For example, the Department's Educational and Cultural Affairs exchange and education programs are starting to develop environmental consideration preferences into the RFP process for grant administrator organizations.	
Ensure agency principals demonstrate commitment to adaptation efforts through internal communications and policies	Yes	Department's Greening Council, Chaired by Under Secretary for Management and constituted by Department Assistant Secretaries, regularly meet on sustainability issues, climate change adaptation policy is among the issues.	Greening Council directive issued on revising Department guidance and protocols related to climate change adaptation.
Identify vulnerable communities that are served by agency mission and are potentially impacted by climate change and identify measures to address those vulnerabilities where possible	Yes	The Department will develop and implement effective international adaptation policies and programs and promote the integration of adaptation considerations into diplomatic and development initiatives in sectors that will be impacted by climate change, such as agriculture, water and disaster risk management. In addition, the Department will continue to support vulnerable populations through the Least Developed Countries and Special Climate Change Fund, as	Number of people receiving training in global climate change, number of institutions with improved capacity to address climate change issues as a result of USG assistance, Cancun and Durban agreements on adaptation, including with respect to the Adaptation Committee, operationalized.

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top 5? Yes/No/NA	(C) Strategy narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in the next 12 months
		well as advance adaptation in the pacific and small island developing states.	
Ensure that agency climate adaptation and resilience policies and programs reflect best available current climate change science, updated as necessary	Yes	In identifying climate change risk and vulnerabilities and actions to better understand and address those vulnerabilities and risks, the Department uses a wide range of resources. These resources include, but are not limited to: US Global Change Research Program, the Intergovernmental Panel on Climate Change's Fourth Assessment Report, the Intergovernmental Panel on Climate Change's Special Report on Extreme Events, and the Office of the Director of National Intelligence.	Technical papers and reports produced, including IPCC reports; number of stakeholders with improved capacity to understand climate risks and opportunities.
Design and construct new or modify/manage existing agency facilities and/or infrastructure to account for the potential impacts of projected climate change	Yes	Reviewing current Department guidance and regulations for new build or facility modification, including updates to the Department's critical infrastructure security and resiliency plan and the space utilization guidelines to improve energy efficiencies. The Department will continue to develop recommendations, if applicable, for updated guidance.	Updates to be integrated into Department's standard operating procedures. Additional metrics include, number of LEED certified buildings in the Department's portfolio, and metrics for vulnerabilities for facilities through facilities maintenance management programs.

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top 5? Yes/No/NA	(C) Strategy narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in the next 12 months
Incorporate climate preparedness and resilience into planning and implementation guidelines for agency-implemented projects	No	Agency-implemented projects currently under review for applicability through the Department's central strategic planning QDDR process.	

Department of State

Goal 10: Energy Performance Contracts



Table 10: Goal 10 Strategies - Energy Performance Contracting

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top Five? Yes/No/NA	(C) Strategy Narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in next 12 months
Evaluate 25% of agencies most energy intensive buildings for use with energy performance contracts	Yes	Evaluate 25% of agency's most energy intensive buildings for use with energy performance contracts	25% of energy intensive buildings will be evaluated for performance contracting opportunities.
Prioritize top ten projects which will provide greatest energy savings potential	Yes	Prioritize top ten projects which will provide greatest energy savings potential	Top ten projects will be identified.
Cut cycle time of performance contracting process by at least 25%	Yes	Cut cycle time of performance contracting process by at least 25%	25% cycle time reduction will be verified.
Assign agency lead to participate in strategic sourcing initiatives	No	Assign agency lead to participate in strategic sourcing initiatives.	Agency lead for strategic sourcing initiatives will be identified.
Devote 2% of new commitments to small buildings (<20k sq. ft.)	NA		
Identify and commit to include 3-5 onsite renewable energy projects in energy performance contracts	No	Consider onsite renewable energy projects in energy performance contracts if economically viable.	The Department will evaluate onsite renewable energy projects to determine if economically viable for its domestic portfolio.
Ensure relevant legal and procurement staff are trained by FEMP ESPC/ UESC course curriculum	Yes	The Department embraces the value training provides and we will leverage outside training opportunities offered by FEMP for relevant staff.	The Department will leverage FEMP training opportunities for relevant staff.
Provide measurement and verification data for all awarded projects	Yes	Provide measurement and verification (M&V) data for all awarded projects.	M&V Reports will be reviewed and accepted.
Enter all reported energy savings data for operational projects into MAX COLLECT (max.gov)	No	Enter all reported energy savings data for operational projects into MAX COLLECT (max.gov).	Data will be entered into MAX COLLECT.

UNCLASSIFIED

U.S. Department of State
FY14 Climate Change Adaptation Plan

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Introduction: Framework for Climate Change Adaptation

Vision & Mission

As the lead institution for conducting U.S. foreign policy, the Department of State advances freedom for the benefit of the American people and the international community by helping to build and sustain a more democratic, secure, and prosperous world composed of well-governed states that respond to the needs of their people, reduce widespread poverty, and act responsibly within the international system.

The Department recognizes an overwhelming scientific consensus tells us that our climate is changing and human activity is the primary cause. Without decisive action now around the world, the impacts from climate change will worsen in coming decades. Both the 2010 Quadrennial Diplomacy and Development Review (QDDR) and 2010 U.S. National Security Strategy (NSS) recognizes climate change is a national and global security threat multiplier. The NSS acknowledged that "danger from climate change is real, urgent, and severe. The change wrought by a warming planet will lead to ... new suffering from drought and famine; catastrophic natural disasters; and the degradation of land across the globe. The United States will therefore confront climate change based upon clear guidance from the science, and in cooperation with all nations – for there is no effective solution to climate change that does not depend upon all nations taking responsibility for their own actions and for the planet we will leave behind." The 2010 Quadrennial Diplomacy and Development Review (QDDR) highlighted the importance of rapid and effective action to address the global challenge of climate change.¹

The Department seeks a leadership role in convening partners to build global capacity towards the understanding of and resilience to climate change risks, particularly in the most vulnerable countries. As part of this role, the Department will help disseminate adaptation solutions worldwide by sharing best practices, including from its global facilities and missions. The Department understands doing so will help maintain hard-won development gains globally, enhance the resilience of weather-sensitive economic sectors to changes in climate, reduce risks of dislocation with implications for U.S. national security, and reduce human impacts on the environment.

Principles

The Department will advance policies and programs to prepare for and adapt to the impacts of climate that:

- Are designed, implemented, monitored, and evaluated with meaningful involvement from a diverse representation of society, including women and vulnerable populations;
- Incorporate the best available science and technology;

¹ *Leading through Civilian Power: The First Quadrennial Diplomacy and Development Review, 2010.*
<http://www.state.gov/documents/organization/153142.pdf>

- Prioritize the most vulnerable communities and populations; and
- Integrate adaptation into broader development plans and programs in a way that maximizes benefits, reduces risks, and increases ecosystem resilience.

Long Term Goals

The Department seeks, over the long-term, to:

- Work with other agencies, and develop and implement effective international adaptation policies and programs and promote the integration of adaptation considerations into diplomatic and development initiatives in sectors that will be impacted by climate change, such as agriculture, energy, water, and disaster risk management;
- Ensure efforts in multilateral bodies, such as the U.N. Framework Convention on Climate Change (UNFCCC), the Intergovernmental Panel on Climate Change (IPCC), U.N technical agencies, and multilateral funding agencies, are pursuing ambitious and effective adaptation strategies;
- Integrate adaptation considerations into its domestic and overseas operations through reporting, planning, and training.

Responsible Offices

Management Policy, Rightsizing and Innovation (M/PRI), Oceans and International Environmental and Scientific Affairs/ Global Change (OES/EGC), and Special Envoy of Climate Change (SECC) are responsible for leading the development, implementation, and evaluation of the Department's adaptation plan.

Agency Vulnerability: Analysis of Climate Change Risks and Opportunities

People are critical to the success of diplomacy and development. Together with USAID, the Department is implementing a long-range strategy to build a workforce with the right skills and support, who are in the right place at the right time. We rely on the creativity, knowledge, skills, and integrity of our dedicated employees to carry out our mission. Their attitudes and actions are key to mobilizing the shared effort needed to solve problems on a global scale and build a more peaceful and prosperous future for our children, and for children around the world.

As climate change continues to impact the Department's mission and strategic goals, the Department will need to assess whether employees have the appropriate skills and support to respond to such challenges. The Department may need to strengthen communication and coordination with – and draw upon the expertise of – technical agencies like United States Agency for International Development (USAID), Environmental Protection Agency (EPA), Department of Energy (DOE), and National Oceanic Atmospheric Administration (NOAA).

Potential Climate Risk and Department Vulnerabilities

Department Mission:

- Shape a freer, more secure, and more prosperous world; promote peace and stability in areas of vital interest to America; and help developing nations establish stable economic environments.
- Maintain diplomatic relations with countries and international organizations.

Potential Risks	Potential climate impacts	Potential impact on the Department's ability to achieve its mission
• Warmer and/or fewer cold days and nights, and warmer and/or more frequent hot days over most land areas. (IPCC AR5 WG1 SPM). • Increase frequency and/or duration of heat waves over most land areas. (IPCC AR5 WG1 SPM) • Likely more areas with an increase than a decrease in the frequency, intensity and/or amount of heavy precipitation events. (IPCC AR5 WG1 SPM) • Increased incidence and/or magnitude of extreme high sea level.	• Through mid-century, most impacts of climate change on human health are projected to be exacerbations of existing climate-sensitive diseases and conditions, and the burden will be greatest in developing countries where those climate-sensitive diseases are the most prevalent now. (IPCC AR5 WGII, Chapter 11) • Even a modest temperature increase is projected to have detrimental effects on yields of major crops in tropical and temperate regions. (IPCC AR5 WGII, Chapter 7) • Health infrastructure may	The U.S. Department of State has over 275 diplomatic locations around the world, including embassies, consulates, and missions to international organizations. • As it gets hotter in most regions, demand will go down for heating, but increase for cooling, which will have implications on energy use and cost as well as building infrastructure. This may not directly impact the Department's ability to maintain diplomatic relations, but it could make it more challenging to operate U.S. diplomatic missions. (Ongoing vulnerability). • Increase in heavy precipitation events could damage the electric grid, transportation and energy water infrastructure, upon which the Department depends, making it difficult to maintain operations that underpin our ability to maintain diplomatic relations. (Medium to long term vulnerability). • The combination of sea level rise and storm surges puts Department assets in heavily developed coastal areas at risk of damage and/or increase the difficulty to offer logistical

(IPCC AR5 WG1 SPM) Increased temperatures will lead to higher peak concentrations of air pollution, including ground level ozone and particulate matter, in already polluted urban regions. (IPCC AR5 WG1 SPM)	be negatively affected in some regions by extreme weather events. (IPCC AR5 WGII, Chapter 10) - Climate trends are affecting the abundance and distribution of harvested aquatic species, both freshwater and marine in different parts of the world. (IPCC AR5 WGII, Chapter 7) - Changes in temperature and precipitation are projected to contribute to increased global food prices by 2050. (IPCC AR5 WGII, Chapter 7) - Migration patterns will be driven by multiple factors, of which climate change is only one. (IPCC AR5 WGII, Chapter 9)	support or maintain operations. (Long-term vulnerability). - Department staff serving in areas with poor air quality will experience a further increase in the already elevated risk of respiratory and cardiovascular disease. Staffing of overseas positions has already been adversely impacted; this will worsen, and could impact operations. (Ongoing vulnerability). - Climate change impacts may threaten international peace, civil stability, and economic growth through aggravating existing problems related to poverty and environmental degradation. As security deteriorates in a given country, the Department's operations are put at risk and the cost of doing business rises significantly. Environmental and poverty-related issues and regional instability could stress our relationships with some foreign governments and impact trade. As underscored by the 2008 National Intelligence Assessment, "global climate change will have wide-ranging implications for U.S. national security interests over the next 20 years because it will aggravate existing problems—such as poverty, social tensions, environmental degradation, ineffectual leadership, and weak political institutions—that threaten state stability." (ongoing vulnerability) - The specific impacts of climate change on conflict, migration, terrorism, and complex disasters are still uncertain, as are the specific impacts of climate change on the ability of the Department to promote peace and stability in regions of vital interest to the United States. (ongoing vulnerability)
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Process of Agency Adaptation Planning and Evaluation

Research and Knowledge Base

The Department is actively addressing ongoing vulnerabilities and is using a wide range of resources in the iterative process of identifying and understanding climate change risk and vulnerabilities. These include, but are not limited to:

- **U.S. Global Change Research Program.** USGRP's 2014 National Climate Assessment report documents the impacts of global changes on livelihoods, infrastructure, ecosystems, food production, energy supply, national security, and the cultural heritage of populations and communities.
- **The IPCC's Fifth Assessment Report.** Published by thousands of authors, editors, and reviewers from dozens of countries in 2014, the report is the fifth in a series intended to assess scientific, technical, and socio-economic information related to climate change, its current and potential effects, and options for adaptation and mitigation.
- **The IPCC's Special Report on Extreme Events.** Published in 2011, the Special Report assesses the effect that climate change has on the threat of natural disasters and how countries can better manage an expected change in the frequency of occurrence and intensity of severe weather patterns.
- The UNFCCC's **Cancun Adaptation Framework** provides broad guidance to encourage actions, both inside and outside the Convention, to meet the needs that all parties have indicated as urgent. Those needs include preparing impact and vulnerability assessments – to better understand which populations and sectors are vulnerable and why – and strengthening climate-related disaster risk reduction strategies.
- The UNFCCC's **Nairobi Work Program**, helps improve understanding and assessments of impacts, vulnerability, and adaptation to climate change through expert meetings, workshops, publications, and an online database.
- **The Adaptation Partnership.** Together with Spain and Costa Rica, the United States co-chaired the Global Adaptation Partnership between 2010-2012 to catalyze action by improving coordination and communication among an increasing number of stakeholders engaged in adaptation. As part of the Partnership, in 2012 the Department commissioned a regional and country-by-country inventory of planned and existing adaptation actions in

Latin America and the Caribbean, Africa, Asia, and the Pacific. This report remains the most comprehensive inventory of planned and existing adaptation actions to date.

- **Office of the Director of National Intelligence** evaluates and disseminates pertinent security reviews including its recent “Intelligence Community Assessment on Global Water Security”, which highlights global water challenges that have implications for Department operations and programs.
- The **Greening Activities Inventory** is an annual survey conducted by the Department’s Greening Council that provides sustainability and adaptation-related updates from U.S. missions abroad.
- The **Greening Council Executive Secretariat** supports the Department’s senior-level Greening Council and manages the Department’s sustainability-related strategy and program development activities domestically and overseas. The GCES promotes Eco-Diplomacy, the practice of conducting international relations by facilitating and advancing a shared commitment to conserving natural resources through sustainable operations and responsible environmental stewardship.
- The Department’s **Bureau of Overseas Buildings Operations (OBO)** receives on-going data from post managers on issues related to sustainability at the post, compound, and building levels. This data is compiled into an annual trend report related to the Department’s overseas missions.
- The Department’s **Bureau of Administration** receives regular updates and communications from domestic facility managers.
- The Department’s **Medical Bureau** provides resources to assess and recommend protocol and strategies for managing health and human resources-related risks.
- The Department’s **International Information Programs Bureau** works directly with US missions on targeted campaigns for public outreach efforts focused on climate change and building climate resiliency globally.

The Department’s top operational priorities in planning for and evaluating climate change risk include:

- Setting up infrastructure to solicit and disseminate planning requirements between headquarters and the field;
- Understanding the immediate to near-term impacts of climate change on operations;
- Determining their implications for Department resources and budgetary requirements.

Monitoring and Evaluation

The Department's monitoring and evaluation activities occur on an ongoing basis and when relevant action warrants regular review and assessment. Annual reporting on the Department's progress in its domestic portfolio is included in Department's Annual Sustainability Plan submissions to OMB.

Department Inventory of Adaptation Activities

Over the last two years the Department has improved its understanding of climate risks and vulnerabilities and has used policies and programs to advance its climate resilience. The Department has enhanced efforts to create a more comprehensive portfolio of strategic climate adaptation related activities. In 2014 the Department conducted an internal survey for all functional, policy, program, and regional bureaus in an effort to organize and highlight climate resilience activities. This evolving inventory will inform our ability to track progress as the

Department's adaptation planning and action evolves and grows.

Operations

Procurement

The Department's Bureau of Administration (A Bureau) uses Integrated Logistics Management System (ILMS) procurement process to reduce the Department's overall footprint. The Department is interested in using this information to start to better understand risks related to the Department's supply chain. Demand planning capabilities have been deployed to ensure Posts only order supplies that are truly needed, leading to reductions in warehouse footprint and transportation. Through enhanced demand planning, the Department can also lessen its utilization of air freight, driving down a significant cost and source of environmental impacts. The ILMS Transportation Management System facilitates the consolidation of freight across multiple customers, reducing trucks and ocean containers. The ILMS analytics team is focused on harnessing the vast data in ILMS to continue to find innovative ways to drive down inventories, lower the reliance on air freight, shrink the Department's warehouse footprint, and in the future determine vulnerabilities in the supply chain.

Domestic

The A Bureau manages the Department's domestic owned and leased properties. In its climate change adaptation plan, the Bureau's approach is two-fold: minimize the impact of our facilities and operations on the environment, and identify vulnerabilities to our facilities and operations from climate variability (e.g., severe weather).

The Department is assessing the vulnerability of the Department's domestic facilities and operations to climate variability. Our focus is on assessing the reliability of its domestic critical infrastructure supporting world-wide operations. In addition, the Department is incorporating a

program element related to episodic severe weather in its next periodic update of its Critical Infrastructure Security and Resiliency plan. This will help us to identify and reduce vulnerabilities using risk-based decision logic. Potential vulnerabilities for facilities are identified and tracked through facilities maintenance management programs, where resource decisions on capital investment for mitigation are made.

All domestic leased or government-owned space over 5,000 square feet is designed and constructed based on sustainable design principles (Leadership in Energy and Environmental Design (LEED) Silver certified or better). Projects in government-owned properties that are less than 5,000 square feet are designed and constructed following sustainable design principles, but are not LEED certified.

Where possible, the Department seeks to implement renewable energy solutions for its properties to promote energy independence and heat and cool buildings off- peak hours in an effort to be good energy stewards during times where grid stress is anticipated. The Department currently has one LEED Platinum building in Charleston, South Carolina, a “net-zero” building that produces more energy from solar and wind sources than it uses. The Department continues to explore onsite and offsite renewable energy generation for the Department’s domestic facilities.

Overseas

The Department’s Bureau of Overseas Buildings Operations (OBO) has incorporated sustainable design criteria into new diplomatic facilities overseas for over a decade and continues to update energy and water performance targets. OBO has incorporated environmental criteria into site selection and evaluation criteria including: height above sea level, distance to mass-transit, and available infrastructure such as electrical power and municipal water and sewer services.

OBO has made strides to better communicate with field personnel on issues and best practices for sustainability related to existing facilities operations, including releasing the second addition of the *Guide to Green Embassies: Eco-Diplomacy in Operation* (the *Guide*), which provides comprehensive and useful information for mission staff – at every level – to fully integrate sustainability and environmental stewardship principles into daily operations and planning. In addition to the *Guide*, the *Post Green Team Toolkit* was provided by OBO to assist the over 150 post Green Teams established and operating around the world. These teams consist of champions who communicate, foster, facilitate, and lead change that support adaptation measures. For example, the *Guide* provides direction for building and maintaining on-site wetlands and rain water catchments for irrigation purposes, and to lessen the Department’s water usage footprint in vulnerable regions.

Since 2010, the Department has performed assessments of climate change risks and impacts on operations through an annual Greening Activities Inventory. The results of these annual sustainability surveys inform and shape updates to the Department’s policies and tools, which includes guidance on improving resilience of facilities and operations.

Agency Lead: OBO, M/PRI, A, IRM

Risk or Opportunity: Opportunity to reduce risk through better infrastructure

Scale: Global

Status: On-going

Targets, metrics, strategy for success:

- Greening Activities Inventory annual report;
- Quarterly reports to the Department's senior-level Greening Council on sustainability-related activities and programs;
- Quarterly conference calls with regional Post Green Teams;
- Percentage of building area meeting Guiding Principles of Sustainability (only applicable to office building area over 464sm);
- Number of staff in sustainable facilities as defined by Guiding Principles (only applicable to office building area over 464sm);
- Total potable water consumption reduced in office buildings over 464sm (compared to industry standard);
- Total potable water consumption for irrigation reduced on compounds hosting office buildings over 464sm (compared to industry standard).

Natural Hazard Program

In 2005, OBO created the Natural Hazards Program to provide engineering resources to identify and reduce risk to Department personnel and property from destructive natural events such as earthquakes, floods, landslides, and tropical cyclones. The program advises and educates staff responsible for safety and acquisition decisions and also assists in needed facility improvements to avert or reduce future damage from natural hazards, including those related to climate variability and change. The Department will continue to explore the risk posed by extreme weather events to its operations and, where appropriate, further integrate climate change considerations into the Natural Hazards Program.

Since inception, the program has integrated counter measures to natural hazards into Department building codes, training, and communications for its facilities managers and engineers, identifying and implementing reasonable measures to reduce or eliminate threats to life safety and damage to U.S. diplomatic facilities.

All US missions are encouraged to report non-seismic natural-hazard related problems (chronic and historic flooding, windows, doors and exterior structures vulnerable to high winds or flying debris, unstable or eroding slopes, etc.) which might constitute a threat to life safety and which

might qualify for assessment and risk reduction under the program. The results of these studies are used to match budgeted mitigation funds with posts which might benefit most from such measures being implemented.

Agency Lead: OBO Civil/Structural Engineering Division of the Office of Design and Engineering (OBO/PDCS/DE/CSE)

Risk or Opportunity: Opportunity to reduce risk through better informed engineers and facilities managers

Scale: Global

Time frame: Present – Indefinite

Implementation methods:

- Codes and Standards for Construction
- Training Workshops for Facility Managers
- Management Conferences
- Internal Communications

Performance metrics:

- Number of risks identified and evaluated for mitigation (annual total)
- Number of risks mitigated (from baseline)
- Outreach and Training efforts (annual total)
- Facilities meeting current standards and operational resistance to extreme weather (percentage of total occupied facilities by building type)

Policy

The Department has taken a number of steps to advance policies that encourage embassies and missions to support adaptation action. Some of these steps are new, launched over the last year, and some are ongoing. The following section provides an overview of these efforts.

The Department and USAID issued a Joint Strategic Plan in spring 2014 that sets forth five priorities for both organizations in the coming years. One of these five strategic goals is “Promoting the Transition to a Low-Emission, Climate-Resilient World while Expanding Global Access to Sustainable Energy.” In addition, the Secretary of State issued policy guidance in March 2014 to the Department and posts on climate change. The guidance sets forth U.S. policy and priorities to continue enhancing U.S. leadership on global climate change and underscores the critical and far-reaching impact of climate change on our broader foreign policy objectives and operations. It highlights the range of actions the United States is taking to lead on climate change internationally and domestically through the President’s CAP and the Global Climate

Change Initiative (GCCII), including the Department's efforts to help countries reduce the risk of climate change while also achieving more sustainable development gains.

The Department is a member of the President's Council on Climate Preparedness and Resilience, established in 2013. In 2014, it began working with the National Security Council and other federal agencies in international programs that prioritize adaptation in humanitarian, development and export credit programs and facilitate greater interagency cooperation on adaptation, including through potential joint trainings and other capacity building exercises.

In 2014, the Department also joined the Friends of the Nansen Initiative. Switzerland and Norway established the Nansen Initiative to examine protection needs associated with cross-border population movements linked to natural disasters, including climate change-related disasters. As part of the Friends of the Nansen Initiative, the Department has the opportunity to engage with international actors from a broad range of disciplines on population movements linked to climate change. The Bureau of Population, Refugees, and Migration, the Department's Special Envoy for Climate Change, and the Office of Global Change in the Bureau of Oceans, Environment and Science coordinate the Department's engagement with the Nansen Initiative.

In addition, the Department played a critical role in 2013 and 2014 in advancing scientific understanding on climate change impacts and adaptation actions by coordinating the U.S. government's review of the IPCC's fifth assessment report and the development of the summary for policymakers (SPM) for Working Group II. Among its key points, the SPM highlights that vulnerability is a result of a combination of climate and non-climate-related risks, such as land use change, poverty and inequality, that implementation of adaptation action as well as evaluation of whether actions are effective are still limited, and that countries are still tending to compartmentalize adaptation, rather than integrating it into development planning and action.

With ongoing leadership from the Special Envoy for Climate Change and the Department's Office of Global Change in the Bureau of Oceans, Environment and Science, the Department is the lead federal agency engaged in partnering with countries to achieve substantive and effective outcomes at the negotiations of the UNFCCC. It is one of three agencies implementing the GCCII, which helps promote stability by supporting developing countries in their efforts to transition to sustainable, clean energy economies; conserve forests and manage natural resources; and adapt to climate variability and change. A substantial portion of the activities under this initiative support enhanced resilience in countries that are particularly vulnerable to the impacts of climate change, with associated implications for stability.

The Department coordinates with other federal agencies, such as USAID, NOAA, EPA, DOI and USDA, and partners with other countries to implement the Cancun Adaptation Framework. The Cancun Adaptation Framework provides broad guidance to encourage actions, both inside and outside the Convention, to meet urgent adaptation needs, including the preparing of impact and vulnerability assessments and the strengthening of climate-related disaster risk reduction strategies. The Framework includes an Adaptation Committee to promote the implementation of enhanced action on adaptation in a coherent manner under the Convention, as well as a Loss and Damage Executive Committee to help countries address the risks associated with loss and damage. The Framework also includes a process for Least Developed Countries and other developing countries to develop and implement medium- and long-term national adaptation

planning. The Department's lead adaptation officer was Vice Chair of the Adaptation Committee in 2013 and is Co-Chair of the Committee in 2014. She is also a member of the interim Loss and Damage Executive Committee under the Cancun Adaptation Framework.

Together with USAID and NOAA, the State Department is contributing to international efforts, including with respect to the National Adaptation Plan process, to address near-term to long-term adaptation needs. This includes near-term needs such as helping farmers understand when it will rain and what to plant as seasonal rainfall patterns shift. On the medium- to long-term time scale, the Department and its partners are helping national governments establish and enforce smarter policies to reduce climate change risks such as policies that encourage communities to protect their coasts from storms and sea level rise through the conservation of mangroves, wetlands and reefs, or that encourage building back better and smarter after a disaster.

In collaboration with other agencies, like USAID, HHS, NOAA and EPA, the Department will also continue to contribute to the identification and implementation of activities under the UN Framework Convention on Climate Change's Nairobi Work Program (NWP), which seeks to improve understanding and assessment of climate change impacts and vulnerability and strengthen the capacity of countries to make informed decisions on practical adaptation actions and measures based on sound scientific, technical, and socioeconomic information. The NWP has attracted more than 200 partner organizations that have made over 140 action pledges to advance climate adaptation by:

- assessing risk and vulnerability;
- raising awareness of climate impacts and adaptation solutions;
- building capacity;
- delivering climate information and services to decision makers;
- facilitating the sharing of knowledge and good practices; and
- providing financial and technical support for adaptation planning and activities.

The Department is an active member of the Global Environment Facility's Least Developed Countries Fund (LDCF) and Special Climate Change Fund (SCCF) Council, the main vehicles for vulnerable countries to access multilateral adaptation funding under the Convention. The United States is the second largest donor to the LDCF and the third largest donor to the SCCF. As a member of the Council, The Department helps ensure the effective implementation of the funds' policies.

The Department, together with USAID, also provides technical guidance to the Department of Treasury, which represents the United States on the Green Climate Fund Board. The purpose of the Green Climate Fund is to make a significant and ambitious contribution to the global efforts towards attaining the goals set by the international community to combat climate change, including helping vulnerable countries adapt to the impacts of climate change.

The Department is also engaged in advancing climate change policy through other fora outside the UNFCCC such as the Global Climate Observing System (GCOS). Department funding to GCOS assists in supporting:

- the creation of an international framework for observing the climate system, particularly with respect to articulating and developing observing requirements;
- the Secretariat, which plays a critical role in coordinating global climate observations systems, with a focus on developing and at-risk nations;
- hand-on workshops that educate and train nations in establishing climate monitoring sites, as well as collecting, maintaining, and archiving data from these stations; and
- bilateral capacity-building agreements that have strengthened our ties with nations such as China, South Africa, Australia, and New Zealand.

In addition, the Department actively collaborates with NOAA in developing the Global Framework for Climate Services under the World Meteorological Organization, which aims to enable better management of the risks of climate variability and change, through the development and incorporation of science-based climate information and prediction into planning, policy and practice on the global, regional and national scales.

Finally, the Office of the Special Envoy for Climate Change and the Department's Office of Global Change in the Bureau of Oceans, Environment and Science have sought to build the capacity of missions and employees to better understand the science of climate change and its impacts, adaptation, and the UNFCCC negotiations. They develop and disseminate regular climate science updates, climate digests, cables, and talking points to meet general and country-specific needs, as well as convene interagency briefings and develop papers and guidance for other Department negotiators and officials. The Department also draws upon the technical expertise of other federal agencies, as well as other governments and institutions to support our adaptation policy and programs overseas.

United Nations Framework Convention on Climate Change, International Organizations, and Partnerships

The Department coordinates with other federal agencies and partner with other countries to implement the Cancun Adaptation Framework through effective negotiations of the UN Framework Convention on Climate Change.

Lead Agency:	OES/EGC and SECC
Risk or Opportunity:	Opportunity to enhance global action on adaptation
Scale:	Global
Timeframe:	Ongoing
Implementation methods:	

- Negotiations
- Submissions
- Expert meetings
- Workshops
- Reports
- Online products
- Calls for action

Performance metrics:

- Policy guidance implemented by embassies.
- Technical and policy guidance provided to relevant international organizations and other partners listed above.
- Cancun Adaptation Framework operationalized.
- Number of partner organizations.
- Number of action pledges.

Collaborating agencies: USAID, NOAA, EPA, DOI, USDA

Strategic Planning Activities

The Department is incorporating climate adaptation and resilience into its broader strategic planning, including consideration for inclusion in the next iteration of the QDDR. In addition, the Department's functional and regional bureaus focus on strategic planning activities that often include climate-related considerations. Comprehensive plans, such as the Joint Regional Strategic plans and Function Bureau Strategic plans, are developed for three year periods. For example, the Department and USAID Joint Strategic Plan highlights "Promoting the transition to a low emission, climate-resilient world while expanding global access to sustainable energy" as one of the five strategic goals for FY14-FY17.² Highlighted below are samples of The Department's climate adaptation planning strategies through 2017.³

Africa

Africa is vulnerable to natural resource degradation and the effects of climate change, which can negatively impact food and nutrition security, access to markets, and the continent's long-term agricultural and economic potential. The Department will lead U.S. Government efforts to ensure that African countries can adapt to climate change and conserve biodiversity while continuing to grow their economies and optimize the use of natural resources and human capital in a socially, economically, and environmentally sustainable manner. Long-term impacts include significant

² US Department of State & USAID, Joint Strategic Plan FY 2014-2017

³ Note: this is a sample, not a comprehensive inventory of initiatives and partnerships

temperature increases and changes in hydrological cycles, resulting in negative effects in terms of crop productivity, pest infestation, disease, and water- or temperature-related natural disasters.

Millions of people in Africa, especially smallholder farmers and pastoralists, are vulnerable to the devastating effects of recurrent crises such as drought and floods. In addition, climate change is already increasing the prevalence of debilitating diseases such as malaria, which is becoming more common in higher altitudes due to warmer temperatures. The Department, in conjunction with USAID, commits to work to improve the management of natural resources and enable countries to accelerate their transition to climate-resilient, lower-emission sustainable economic development.

The Department and USAID will promote the use of evidence-based analyses to identify the most critical climate stresses; carry out research to find ways to address them, such as developing improved seeds and targeting pests and diseases linked to rising temperatures; and apply these techniques in our on-the-ground work. Our work will encourage sustainable and equitable management of land, water, fisheries, and other resources critical to maintaining and strengthening resilience. This approach will enable the Bureau of African Affairs to decrease the vulnerability of people, places, and livelihoods to climate change by 2017. ⁴

East Asia and Pacific

Global climate change and the impact of natural disasters pose a threat to sustainable development. The East Asia-Pacific region can improve its ability to adapt through disaster risk reduction efforts and integrated natural resource management, including biodiversity conservation, which provide climate co-benefits. The Department and USAID laid out an objective in the FY 15- FY 17 strategic plan to assist countries in the East Asia Pacific region to increase climate resilience through these mechanisms.

Biodiversity conservation can contribute to reinforces climate change mitigation and resilience efforts by creating refuges for important species and ecological processes that help sustain broader landscape functioning and ecosystem services like clean water, pollinators, and carbon sequestration. Fostering regional cooperation through the LMI, CTI, and ASEAN facilitates knowledge sharing related to adaptation and energy efficiency, enables sustainable management of trans-boundary resources, and encourages proactive action to limit GHG emissions.

In addition, regional efforts bolster climate-resilient agriculture and infrastructure development through the LMI, establish climate-resilient fisheries and coastal communities enhance climate resilient urban planning, and build governments' capacity to access climate information as well as improve disaster preparedness and response efforts. Because biodiversity activities can provide climate co-benefits, capacity building with regional institutions and networks that engage in this work, including the ASEAN Wildlife Enforcement Network (ASEAN-WEN), the South Asia Wildlife Enforcement Network and the MRC, also contributes to climate change efforts. ⁵

⁴ Bureau of African Affairs, FY 2015-2017 USAID Regional Strategic Plan

⁵ Bureau of East Asia and Pacific Affairs, FY 2015-2017 USAID Regional Strategic Plan

Programs

As one of lead three agencies implementing the U.S. Global Climate Change Initiative (GCCII), the Department will help vulnerable countries and communities reduce climate risks and impacts, lower the long-term costs of responding to climate change, safeguard investments in the longer-term, and achieve sustainable, climate-resilient development. With leadership from the Department, overall U.S. international adaptation assistance has increased eight-fold since 2009. The U.S. government spent roughly \$1.8 billion on adaptation in FY10-FY13. Our bilateral programs prioritize vulnerable Least Developed Countries, Africa, Small Island Developing States, and glacier-dependent countries. These programs help vulnerable countries and communities understand what to expect from climate change and what can be done to adapt and build resilience in key sectors.

The Department supports many adaptation efforts through its diplomatic and programmatic engagement. The lead agency varies, depending on the program. Some programs are global in scale while others are regional. Below are a few illustrative examples:

Least Developed Countries Fund and Special Climate Change Fund: Through the fund, the Department has supported Least Developed Countries (LDCs) in implementing activities identified in the National Adaptation Programs of Action. These country-driven strategies identify urgent and immediate adaptation needs. The Department also supports developing countries through the Special Climate Change Fund, including small island developing states and glacier-dependent countries to strengthen the resilience of key national development sectors.

Assistance to the two funds has leveraged additional donor assistance. As the average funding available per country has grown, countries have been increasingly able to integrate adaptation into larger development programs that address multiple sectors and are therefore anticipated to result in more substantial and long-lasting resilience to climate risks.

More than 100 vulnerable countries have benefited from the LDCF and SCCF, which have supported the integration of climate change adaptation into 175 national development policies, plans and frameworks in 57 countries. These funds assist 47 countries in enhancing their national hydro-meteorological and climate information services for climate resilient development and disaster risk reduction. The LDCF and SCCF also strengthen the capacity of 280 national and subnational agencies and more than 400,000 individuals to take adaptive actions.

Pacific Small Island Developing States: The Department designed a program with USAID to advance adaptation in the Pacific Small Island Developing States.

The program:

- Enhances institutional and human capacity in the region to access adaption funds and to understand, forecast, and use climate information to strengthen adaptive capacity in key development sectors.
- Supports food security in the context of climate change among farming communities in Fiji, Kiribati, Samoa, Solomon Island, Tonga, and Vanuatu.
- Improves the ability of communities in the outer islands of Kiribati to address the impact of climate change and variability on water resources.
- Promotes healthy ecosystems such as mangroves, coral reefs, and wetlands that can form natural barriers against extreme weather events in the Solomon Islands.

Maldives. The Department designed a program with USAID to boost climate resiliency and water security in the Maldives. The program enables analysis of projected climate change and vulnerability, improves decision making based on sound science, analysis and information, and provides select climate-resilient water, sanitation and solid waste infrastructure, supplies and training to communities.

Central America. The Department designed a program with USAID to support regional climate change programming in Central America. The adaptation component of the program seeks to (1) build partnerships, capacity, and governance structures at the regional level in support of national efforts in responding to the threats and potential impacts of climate change, (2) support the development of science analyses of climate change impacts in Central America and the Dominican Republic, and (3) develop and implement sustainable options for investments in climate change related information and tools.

Chile. Under the framework of the U.S.-Chile Environmental Cooperation Agreement, the Department supports the U.S. Department of the Interior and U.S. Geological Survey in work with the Government of Chile and Centro de Estudios Científicos to improve understanding of the role of glaciers in hydrological resources and to enhance Chile's glacier management strategy. Partners have brought together more than 50 glacier experts to discuss glacier monitoring strategies to assist in predicting long term water storage and availability.

Global Innovation Lab for Climate Finance: The Department founded the Global Innovation Lab for Climate Finance, which was launched in April 2014. The Lab will design, stress test and pilot the most new promising instruments and approaches targeted at catalyzing private investment in mitigation and adaptation in developing countries. Furthermore, the Lab will support the efforts of developed countries to meet their international climate finance commitment to mobilize \$100 billion per annum by 2020 from a range of public and private sources to support climate action in developing countries.

US Mission Examples

Several US overseas missions are actively engaged in activities to address climate vulnerabilities through bilateral agreements and local engagement efforts. US diplomatic posts are implementing solutions in an effort to reduce their environmental footprint, conserve resources, and enhance security in response to and in preparation for potential adverse climate conditions.

Over 150 US diplomatic posts have active green teams focused on overall sustainability activities. In accordance with E.O. 13653, the Department is considering opportunities for including climate impact mitigation elements, such as solar powered back-up energy supply, as part of preparedness and resilience efforts. A few specific examples are shared in the below section.

Embassies Djibouti & Addis Ababa

Grant funding from the Ambassador's Special Self-Help (SSH) program builds the resilience of local communities against increased drought conditions, largely through facilitating the construction of water reservoirs, and through assisting pastoral communities to diversify their sources of household income.

The Regional Environment Officer (REO) hub in Ethiopia reported plans for the coming year to include tracking and reporting on host government climate adaptation and mitigation policies, including the implementation of Ethiopia's Climate Resilient Green Economy strategy, as well as on regional government preparations for upcoming rounds of UNFCCC negotiations.

Embassy Canberra

Embassy Canberra has formed a Green Team that plans and implements ideas to reduce energy consumption and provide back-up energy supply. These actions include the installation of solar panels on government owned residences. Employees are actively encouraged to participate on the green team. Climate change has become a leading issue for the embassy's diplomatic outreach and they engage host government officials, think-tank, and NGO communities at every opportunity and at all levels.

In addition, several Department offices with missions not specifically focused on environmental activities build in climate considerations into their operations and program implementation. For example, the Department's Bureau of Education and Cultural Affairs (ECA) hosts International Visitor Exchange Program participants focused on climate change and resilient development. In addition, several ECA programs, like the Sports Diplomacy initiative, are revamping their request for proposal (RFP) process to include sustainability and climate resiliency educational components to their program schedules.

Finally, many bureaus are also modifying their travel budgets by increasing the use of DVCs and updating internal telecommuting policies to address transportation congestion and overall grid stress during extreme weather events. For example, the Department's Legal bureau encourages telework arrangements and alternative work schedules when possible for staff.

Lead Agency:	Varies
Risk or Opportunity:	Opportunity
Scale:	Global and regional (varies)

Timeframe:	Ongoing
Implementation methods:	Varies
Performance metrics:	Varies
Collaborating agencies:	Varies

Next Steps: Actions to Better Understand and Address Climate Change Risks and Opportunities

The Department will continue to engage in the activities described above in an effort to strengthen understanding and further operational, policy and programmatic action. Most notably, the Department will implement its strategic goal of “Promoting the Transition to a Low-Emission, Climate-Resilient World while Expanding Global Access to Sustainable Energy” in its Joint Strategic Plan with USAID. It will implement the climate change policy guidance which was issued by the Secretary of State in March 2014. The Department will also continue to partner with countries to advance substantive and effective outcomes at negotiations of the United Nations Convention on Climate Change, and to strengthen knowledge and understanding of and enhanced action to address adaptation through its engagement through a variety of global, multilateral and bilateral policy and programming.

Moreover, the Department will continue to improve its understanding of vulnerabilities to climate risks through collaboration with other federal agencies that have international operations. Specifically, the Department will be participating in the Department of Defense-led regional scenario working group in an effort to develop useful assessment tools for State’s operations. The Department will continue to work in coordination with the federal community to utilize best available science to improve data-driven resilience tools. One outcome will be interactive sea level rise maps for international operations.

The Department will continue inventorying climate resilience-related policies and programmatic strategies in preparation of the next iteration of the QDDR. The results will be utilized to inform central strategic planning initiatives, including the development of criteria for evaluating global operational decisions ranging from energy procurement to processes for evaluating relocation priorities of existing facilities.

The Department is invested in a shared commitment to conserving natural resources through sustainable operations and responsible environmental stewardship. In accordance with the President’s Climate Action Plan, the Department is developing the necessary tools to strengthen government and local community planning and response capacities internationally, as well as toolkits for climate resilience planning for our diplomats in the field.

For example, the Department is planning on incorporating sustainability modules with resilience/adaptation components into select entry-level Foreign Service officer (FSO)

orientation training courses. The Department aims to promote a culture of environmental stewardship by providing officers in the field the tools to implement projects and policies that incorporate resilience considerations.

Externally, the Department will support the development of a Capitals Forum program, which will serve as a venue for diplomatic communities to share best practices in climate resilience in the energy, water, and building management sectors with local and federal governments in capital cities around the globe. A pilot version of the program is currently being implemented in Washington, D.C. area, with over 77 foreign diplomatic missions entering into a sustainability pledge with the local DC government. Through the Forum, foreign missions work together to address environmental challenges in Washington D.C., including issues like storm water management.

Summary & Preliminary Strategic Goals through FY17

The Department's internal stakeholders will identify and address barriers to success for on-going and anticipated climate related challenges. Below is a preliminary sample of some of the Department wide climate resilience actions through FY 17.

Category	FY14	FY15	FY16 - FY 17
Training and Tools	The Department currently offers guidance on improving resilience of facilities and operations for embassy operations through a sustainability tool kit and guide to green embassies. -The Department is working with field officers to develop eco-options to address a variety of potential climate risks. -The Department in coordination with EPA is developing air quality monitoring training for foreign service officers in the field.	-The Department is planning on incorporating adaptation components into new sustainability modules which are in development for select entry level FSO training courses. - Incorporation of Climate related security considerations in scenario planning activities for the field.	Expand upon relevant Foreign Service Institute training opportunities to include mid and senior level officers.

Partnerships	The Department currently participates in the Federal Climate Change Adaptation Community of practice, National Capital Planning Community, President's Council on Climate Preparedness and Resilience, and the NSS Climate Change Preparedness and Resilience Exercise series. -The Department is working with EPA to develop an Air Quality Monitoring program for US Missions overseas that leverage EPA air quality monitoring expertise.	-The Department will support the development of an Eco-Capitals Forum program which will serve as a venue for the diplomatic community to share best practices in energy, water, and management (low emission development) with local and federal governments in capital cities around the globe.	The Department will continue to participate in federal and regional workgroups and promote expansion of activities which aim to strengthen global resilience to climate change.
Vulnerability Assessment	The Department has performed preliminary assessments of risks and impacts of climate change on operations through an annual sustainability survey since 2010.	-The Department will be joining the DOD-led regional scenario work group in an effort to further develop vulnerability assessment tools.	The Department will continue to work in coordination with the federal community, to and utilize best available science to continue to improve data-driven resilience tools, including an interactive sea level rise maps for international operations.
Strategic Planning and Outcomes	-The Department operated in accordance with the QDDR strategic objectives as outlined in 2010, and continues to update objectives as outlined in the above report.	- In accordance with the CAP the Department released Climate Diplomacy Guidance in spring 2014 which outlined the strategic vision for the Department's climate activities and resilience goals.	-Develop Climate Adaptation criteria for relevant activities based on inventory findings and QDDR guidance.